



Correctional Service
Canada

Service correctionnel
Canada



SAFETY, RESPECT
AND DIGNITY
FOR ALL

LA SÉCURITÉ,
LA DIGNITÉ
ET LE RESPECT
POUR TOUS

2012 Ethical Climate Survey

Results & Analysis

Canada

Forward

Dear Colleagues,

Although my father was a wise man in many respects, I did not always follow his advice. Notably, he advised me against working in corrections. His concern was that I would be working regularly with people who he referred to as “among the most damaged persons in Canadian society.” In retrospect I admire him as one of those citizens who had a genuine appreciation for the difficult work we do on behalf of all Canadians.

How we do this difficult work is of importance on two counts. First, as we work together we demonstrate to offenders what it means to be a Canadian citizen that they would wish to emulate. Second, the manner in which we work together in keeping with our values lays the foundation for the quality of our working lives. As our Commissioner has stated, “CSC is a people business, and how we work with others is central to our success.” His authorization and support for the ethical climate survey has resulted in a detailed picture of how we work together in order to continue to learn about what it means for us to live our values.

While many findings may prompt important discussion, reflection and personal change, the Commissioner has approved our initial focus as an organization in relation to three areas:

- 1) **Living Shared Values.** The concept of shared values is central to our new Values Statement. This means that we all aspire to live the same values. However, there is a gap between how we perceive our own ethical conduct and that of others. This leads us to discussions of what each of our organizational values mean to us and how we work to express these values each and every day. Through such discussions, we inevitably come to appreciate that there are many of us working hard to do the right thing, but that ongoing communication about our intentions and opportunities for careful feedback in relation to our actions is key!
- 2) **Fairness.** The importance of fairness as a central value requires ongoing discussion, not only in relation to day to day decisions, but at the level of organizational practises. To make progress in this area will in all likelihood require learning on the part of all of us. However, if we can make progress in the practise of fairness, the quality of our organizational life will improve.
- 3) **Leadership and Citizenship Behaviours.** You will note the focus on visible leadership and citizenship behaviours (e.g. collaborative gestures and teamwork which are central to the quality of organizational life) within the survey. Of course, leadership and teamwork are central to what is required in the difficult work we do. Both are exemplified as we take initiative and as we live our values. The survey emphasizes important elements in the practise of ethical leadership as well as citizenship behaviours. Let's use these elements to identify and learn about what we do well and to build upon these practises.

In summary, we will be working to better understand each other as we live our values, to encourage more discussions on the meaning of fairness and how we can achieve it in the workplace, and to support each other's effectiveness as leaders and as colleagues in the workplace.

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Executive Summary

Correctional Service of Canada's (CSC) second Ethical Climate Survey (ECS) was administered over six weeks in February and March 2012, and collected 2,237 responses. The sample is sufficiently balanced to generalize the results to the whole department. The survey was a substantial upgrade of the initial ECS instrument administered in 2007/08.

The survey is intended to sensitize all CSC staff to the ongoing importance of our personal and organizational values and how we live them on a day-to-day basis. Aside from its direct relevance to the quality of the ethical environment within the organization, the survey offers a rare and important glimpse into how CSC staff evaluate their own behaviours as well as those of others, and how this knowledge can serve to improve the quality of communication and organizational life.

This second-generation survey had five major purposes:

1. To assess perceptions of the ethical climate within the department;
2. To identify positive ethical climate aspects that should be maintained and areas for improvement;
3. To identify areas of knowledge and behaviours that could be addressed at Values and Ethics workshops;
4. To test the upgraded survey in the field and establish its reliability and validity;
5. To establish the baseline ethical climate to be used as a benchmark for future assessments.

In this survey, "ethical climate" is defined as a product of shared beliefs and behavioural norms which are guided by principles of right conduct and supported by well-aligned formal and informal organizational systems such as leadership, rules, policies, values, code of conduct, rewards, staffing, training, decision processes, communication, cultural norms and rituals.

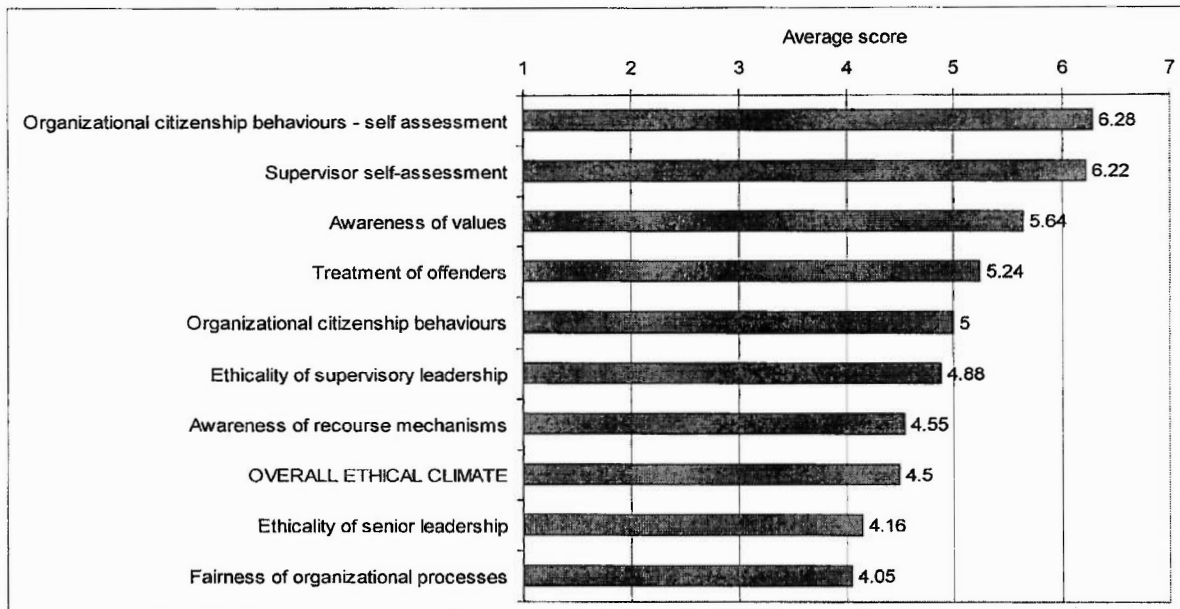
Survey upgrade

This Ethical Climate Survey is a considerable improvement in its structure and psychometric qualities over the initial survey piloted between 2007 and 2009. New items were added to adequately represent the ethical climate, a group of 108 employees was involved in refining these items, and rigorous analytical procedures were applied to develop a new survey structure consisting of 11 sub-scales. An acceptable level of scale reliability and validity was reached.

Survey results and implications

The survey was administered online in English and French. Most items were measured on a 7-point Likert-type scale with 1 being "strongly disagree", 7 – "strongly agree", and 4 – "neither agree nor disagree". A higher score means a more positive perception. The relationships among various aspects of ethical climate were further explored using correlation and regression analysis. To have a deeper understanding of the impact of the ethical climate within CSC, the themes were analyzed for several demographic groups: gender, job type (i.e., supervisory or not), official language, shift work, age, length of service within CSC, and institutional security level.

The following graph summarizes the scores of all themes in the order of positive perceptions.



The **overall ethical climate** as measured by respondents' impressions of ethical conduct, behaviours and integrity was rated at 4.5. Respondents indicated that people in their workplace understood how to make ethical decisions (4.78), had a shared understanding of standards of conduct and expected behaviours (4.69), acted ethically in their daily practices (4.59) and recognized ethical issues and dilemmas when they arose (4.48). Respondents were less positive about their confidence in the integrity of their organization (4.41) and that there were sufficient measures in place to prevent breaches of ethical conduct (4.09).

The survey introduced the concept of **organizational citizenship** or workplace behaviours that employees are not specifically instructed to do, yet they contribute to a healthy workplace. They involve employee interactions which are not formally rewarded, yet they promote organizational effectiveness. Behaviours were rated differently depending on whether colleagues or respondents themselves were being assessed. Self-ratings in ethics performance were more positive than ratings of others, a finding which has provided useful practical insights in the context of organizational learning. Self-ratings and ratings of others has been used in CSC ethics workshops to increase self-awareness and knowledge of the challenges of living shared values.

Overall, own behaviours were rated at 6.28 while assessment by peers was 5.0. Respondents felt most strongly that they offered innovative suggestions to improve the workplace (6.77), but these behaviours appeared not to be noticed by others to the same extent (5.11). Further, respondents reported they did not abuse the rights of others (6.53), but ratings of others were not as positive (4.99). Of all the organizational citizenship behaviour variables, respondents rated their pride when representing the organization in public lowest (5.87), but in assessing their colleagues, this item was ranked higher on the list of all behaviours (4.95). Genuine concern and courtesy toward others was rated lower than other indices (6.11 for self and 4.52 for others).

The CSC community positively rated their colleagues' respect of organizational property (5.4), helpfulness to colleagues (5.33) and supervisors (5.31), sharing relevant work-related information (5.23), delivering on promises (5.08), creating healthy workplaces (5.07) and making ethical

decisions (5.01). Respondents evaluated slightly less positively that their colleagues went out of the way to help new employees (4.94). Behaviours pertaining to consideration and sensitivity were rated lower: respondents were somewhat less likely to admit there was mutual respect among colleagues (4.59), and that colleagues considered the impact of their actions on others (4.55).

In this survey, **organizational leadership** was viewed at two levels: those holding senior management positions and immediate supervisors. Senior leadership included corporate management (RHQ or NHQ personnel at an EX or EX-equivalent level) and site management (personnel at an EX or EX-equivalent level).

Overall, ethicality of **senior leadership** was rated at 4.16 which means that on average, respondents were indecisive about their positive or negative views of leadership. The most positively perceived aspect was that senior leaders were holding staff accountable for their compliance with policies and procedures (4.52), but the perception of leaders themselves being held accountable was rated lower (4.36). In role modeling ethical behaviours, site management (4.28) was seen slightly more positively than corporate management (4.08). Results indicate that staff felt leaders were not passing them essential information effectively (4.06), nor did they feel they could approach their leaders with ethical issues (4.07). Respondents saw considerable room for improvement in the way senior site and corporate leaders follow through on their commitments (4.12 and 4.13) and make fair decisions (4.13 and 4.14).

It is in the hands of senior leadership to engage in and support the practise of fairness, a cornerstone of the perceived ethical climate. To improve ethical climate, effort needs to be devoted to the pragmatic and constructive design and implementation of fair policies and practices. Further, the behaviours of senior leaders and the observed or perceived outcomes of their decisions directly affect everyone's perceptions of ethicality of the entire organization. This is why the example senior leaders set for the whole organization is so important. Using direct communication channels (including advanced communication technologies), being more visible, soliciting bottom-up feedback, walking around and visiting as many sites as possible as regularly as possible, and exercising an "open door" policy will help leaders be and **be seen to be** positive role models.

CSC members saw their **immediate supervisors** as being somewhat more ethical (4.88) than senior management of their site or the whole department (4.16) and overall, respondents were positive about their interactions with their supervisor. Supervisors treating their staff fairly and with respect was the most appreciated aspect (5.38), followed by the supervisors' role in the professional growth of their staff (5.22), being open to new ideas (5.05), caring about employees' well-being (5.04), following through on their commitments (5.03), and allowing employees to express opinions that do not necessarily coincide with their own (5.0). Providing a good example of ethical behaviour (4.99) and fostering teamwork (4.98) were also recognized. Those working at headquarters and community offices were less critical of their supervisors than institutional staff.

On the other hand, supervisors' focus on how employees achieve results rather than the results themselves was the least positively rated aspect (4.52). Other supervisory actions that leave room for improvement are helping staff resolve work-related ethical problems (4.92), correcting their own mistakes (4.84), building trust (4.78), keeping staff informed of things that affect the organization (4.69), and taking action if unethical behaviours are observed (4.66).

Similar to the evaluation of organizational citizenship, supervisors were asked to assess their own behaviours and were also evaluated by other employees. Overall, **supervisor self-assessment** was 6.22 compared to ratings by employees at 4.88 showing that supervisors believe they engage in ethical behaviours to a higher degree than their staff think they do. Supervisors reported that they were concerned about the well-being of their staff (6.44), but this item was ranked lower by staff (5.04). Supervisors reported they took corrective action if they had made a mistake (6.39), but ratings by staff were not as positive (4.84). While supervisors stated they fostered teamwork (6.35), the ranking by employees was lower (4.98). Similarly, supervisors rated more positively (6.05) that they reinforced how employees achieve results, compared with the ratings by employees (4.52).

Awareness of values: respondents were considerably more aware and appreciative of CSC's guiding values (5.84) and professional group values (5.78) than the *Values and Ethics Code for the Public Service* (5.08).

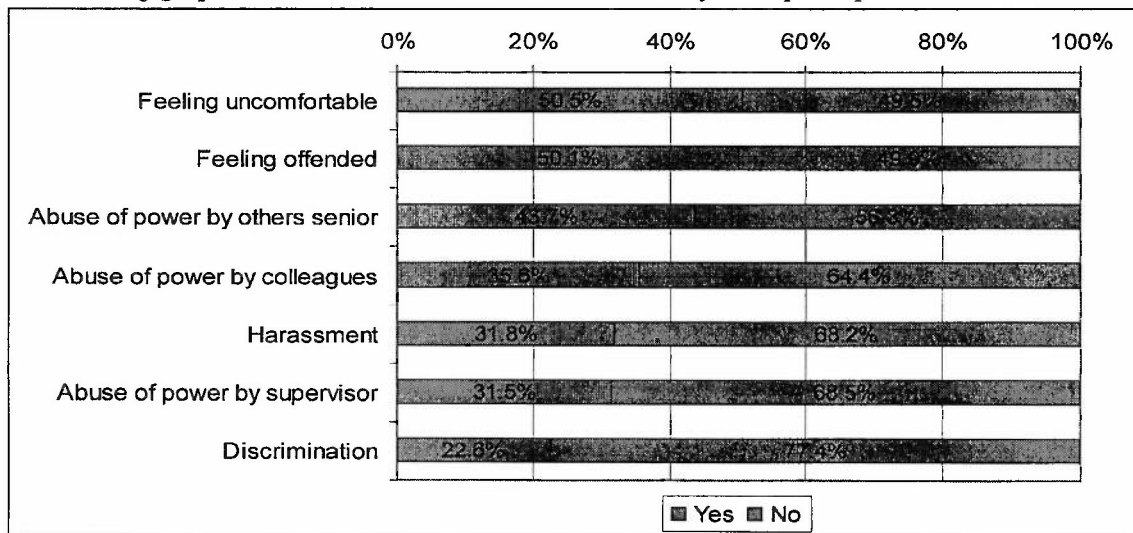
Although respondents were quite aware of values that should guide their actions, they were less **aware of the recourse mechanisms** available to them if these values were violated (4.55). Least of all they knew where to report allegations of reprisal (4.13), while they felt more informed about their options when the *Values and Ethics Code for the Public Service* (4.71) or CSC's Code of Conduct (4.63) were violated, a wrongdoing had occurred within their organization (4.65), or they needed advice regarding ethical issues (4.6). Some groups were more aware of values than others and were also more informed about recourse mechanisms. The findings suggest that not only new hires, but also more experienced staff members need more effective training on values and recourse mechanisms. This does not necessarily imply more training, but a more effective focus of current staff training. Also, more attention should be devoted to shift workers, non-supervisory employees, and staff at institutions, possibly tailoring training to their specific circumstances and needs.

On average, **the way offenders are treated** was seen quite positively. Rated at 5.24, this aspect of the CSC ethical climate was among the most favourable. Respondents believed that offenders were informed of recourse mechanisms available to them in case their rights were violated (5.73) and they were informed of decisions and changes affecting them (5.37). Respondents were somewhat less convinced that offenders were recognized for work well done (4.75). Supervisors were more likely than non-supervisors to believe that offenders were treated adequately, and so did staff in community offices. Although still quite positively minded, employees at headquarters were the least likely of all to feel that offenders were treated well. Survey results suggest there is work to be done to develop a common understanding and culturally accepted norms of how offenders should be treated.

Fairness of organizational processes is a major building block of ethical climate, but in the eyes of the CSC community, it was the weakest link, rated overall at 4.05. The most positively rated aspect was help from the organization with work-related problems (4.85). Most critical respondents focused on HR practices: lack of transparency (3.69) and staffing free from favouritism (3.32), equal opportunities for advancement (3.5) and promotions based on clearly established job expectations (3.48). Respondents were not very sure the organization had a practice of detecting unethical employees (3.35), and did not believe strongly that they would be protected from reprisal if they reported wrongdoing (3.8). They also were not very confident about the effectiveness of recourse mechanisms available to them (3.93).

Overall, respondents felt the organization supports work-life balance (4.27), encourages shared corporate values (4.5), recognizes ethical behaviours (4.54), and respects confidentiality of personal information (4.66). The results demonstrate that CSC values principles of conflict management for both staff and offenders (4.59), and many staff are aware of its methods (4.52). Respondents had some confidence they would be informed of their grievance and appeal rights if an undesirable personnel decision was made (4.46), and that disciplinary actions were justified (4.43). These findings suggest that these practices constitute a positive foundation for further improvement while detection of unethical employees, protection of those who report wrongdoings, and HR practices need the most attention.

The following graph summarizes results related to unhealthy workplace practices:



In the past year, roughly half of respondents reported that behaviours of others had made them feel uncomfortable (50.5%) and offended (50.1%), and they had experienced or observed abuse of power by others senior to them in the workplace (43.7%). About a third of respondents had experienced or observed abuse of power by their colleagues (35.6%) and supervisors (31.5%), and felt that they had been harassed (31.8%). Slightly over one-fifth reported being discriminated against (22.6%).

Unhealthy work environment within CSC is an area that needs attention. The survey examined abuse of power, discrimination, inappropriate behaviours that offend employees and make them feel uncomfortable, and harassment. Most frequently, supervisors, others in senior positions and colleagues were perceived to abuse their power, discriminate and harass others. Overall, 22.6% of respondents indicated they had experienced **discrimination** on at least one of the prohibited grounds (of those, race 45%, gender 43.6% and age 36.3%) over the past year. There were notably more respondents who reported having felt uncomfortable (50.5%) and offended (50.1%) by the behaviours of others than harassed (31.8%) during the past year. **Nevertheless, all these practices create a toxic work environment and must be addressed on an ongoing basis.** It appears that most frequently, CSC employees suffer from statements damaging to their reputation, rude, degrading, or offensive remarks, teasing, bullying, belittling, being

criticized in public, inappropriate jokes, exclusion from group activities or assignments, threats, intimidation and retaliation, among other things.

For some demographic groups, the work environment seemed less healthy than for others: anglophones and employees at medium, maximum and multi-level security institutions reported more frequent harassment than their colleagues, but shift workers reported having experienced all the unhealthy practices to a higher degree than those who did not work shifts.

The survey also discovered the positive effect Values, Integrity and Conflict Management training sessions had on the ethical climate. Participants in harassment awareness sessions and conflict management training felt more confident using services of the Office of Conflict Management and contacting the regional anti-harassment coordinator rather than trying to resolve the situations on their own. Furthermore, over the past three years, 52.5% of respondents had taken values and ethics workshops offered to CSC employees. These sessions positively affected every aspect of the perceived ethical climate within CSC. Those who completed the workshops generally perceived their colleagues, supervisors, senior leaders, and organizational practices in a more understanding or positive light than those who had not taken the sessions.



Regression analysis of the survey data enabled the development of an integrated model that shows the degree to which each individual aspect (or survey theme) influences the overall perception of the ethical climate. It was found that overall, the survey themes captured the essence of the ethical climate very well. The model shows that the value of fairness has a special role in the perception of ethical climate. Only when actions of every employee, be it a senior leader, supervisor, or a staff member are perceived as fair, is the organizational climate seen to have a strong ethical foundation. Moreover, senior leaders' and co-workers' roles go beyond creating fair processes. Their behaviours can directly affect the ethical climate of the whole organization. In addition, perception of fairness can be reinforced by knowing that there are recourse mechanisms available in case ethical norms are violated, but knowledge of values and recourse mechanisms are insufficient. Perceptions of the quality of the ethical climate depend upon practising these skills consistently in everyone's daily work.

1. Introduction

The Ethical Climate Survey (ECS) administered within Correctional Service Canada (CSC) over six weeks in February and March, 2012 was the second survey of this kind conducted in the department. In 2007/08 and 2008/09, 18 sites across regions agreed to participate in the administration of the first ECS. The results allowed the Values, Integrity and Conflict Management Branch (VICM) to establish the need for collecting such data on a regular basis in the future, refine the goals for the survey, upgrade the survey instrument to better meet these goals, and streamline the survey administration process to ensure a sufficiently high response rate.

This second-generation survey had five major purposes:

1. To assess perceptions of the ethical climate within the department;
2. To identify positive ethical climate aspects that should be maintained and areas for improvement;
3. To identify areas of knowledge and behaviours that could be addressed at Values and Ethics workshops;
4. To test the upgraded survey in the field and establish its reliability and validity;
5. To establish the baseline ethical climate to be used as a benchmark for future assessments.

In this survey, **ethical climate** is defined as a product of shared beliefs and behavioural norms which are guided by principles of right conduct and supported by well-aligned formal and informal organizational systems such as leadership, rules, policies, values, code of conduct, rewards, staffing, training, decision processes, communication, cultural norms and rituals.

This report is divided into six sections. It starts with an overview of the methodology used to upgrade the survey, administer it, and analyze the data. A description of the survey sample follows. The results are then presented in section four followed by a discussion of findings and some suggestions for using these findings in action planning to build a positive ethical climate in the department. The report concludes with a discussion of the limitations of this project and possible steps for future ethical climate assessment.

2. Methodology

2.1. Survey development

This second-generation survey is a substantial upgrade of the initial ECS instrument administered in 2007/08. Analysis of the initial ECS data identified several areas that needed improvement. Since it was decided to continue an ongoing monitoring of the ethical climate within the department and ECS was going to be an important tool for this purpose, it was critical to make the new version of the survey as valid, relevant and practically useful as possible.

The major purpose for the survey upgrade was strengthening its psychometric properties through the following steps:

- refining the survey's macro-structure by narrowing, broadening, or subdividing the existing nine dimensions or ethical climate "themes" as necessary;
- representing each theme with an adequate number of relevant items;

- incorporating feedback from as many stakeholders as possible with respect to the content validity of the survey items;
- pre-testing the survey with a small group of CSC employees, and
- testing the survey for reliability, validity, and internal consistency of all the themes when the data collection is finished.

To ensure the survey dimensions adequately represent the ethical climate, relevant literature was reviewed, some members of the National Ethics Advisory Committee were consulted, and findings of the 66 focus group sessions conducted in 2006 (during which CSC employees across all regions shared their views on how to improve the ethical climate) were revisited. Further, the same sources were used to identify additional ethical climate items to strengthen the survey themes. Comments provided in the first survey were also incorporated, and CSC's Internal Disclosure and Workplace Wellness groups were consulted.

As a result, the basic survey comprised 205 items representing 17 themes and their sub-themes. To select the most relevant items, a group of 108 employees representing regions, hierarchical levels, occupational groups, as well as union groups was involved in assessing the importance of these items. At the end, organizational citizenship behaviours and supervisory leadership questions were mirrored by matching self-assessment questions (or "I" questions). The survey also included some open-ended comment questions and demographic questions to participants. Ultimately, the survey included 152 items, but the supervisor version contained 169 items.

A more detailed account of generating, selecting, and finalizing the items as well the full list of themes can be seen in Appendix A.

All items were measured on a 7-point Likert-type scale with 1 being "strongly disagree", 7 – "strongly agree", and 4 – "neither agree nor disagree". A "not applicable" option was also provided. The exception was the Unhealthy Environment section which consisted of a variety of item formats: some Yes/No items, 4- or 5-point frequency scales, multiple choice questions, and open-ended questions.

2.2. Data gathering

Upon Departmental approval, the survey was administered online in English and French, using FluidSurveys survey software licensed to the CSC by a Canadian company which complies with the *Personal Information Protection and Electronic Documents Act* and the *Privacy Act* of Canada. All responses were guaranteed anonymity and confidentiality, and no response could be associated with an individual respondent as the initial data were gathered on FluidSurveys server external to the CSC. These guarantees and survey guidelines, including the definitions of major concepts, were made clear in the preamble to the survey. Respondents were also provided with contact names and email addresses lest they had any concerns.

The CSC community was invited to participate in the survey by an all-staff electronic letter from the Commissioner. It was made clear that participation was strictly voluntary. The link to the survey site was provided in the letter as well as on the national and regional Infonet front pages.

Participants were not required to complete the survey in one sitting, but rather could save it and continue later without losing the previously entered data. The survey was open for six weeks, and a week prior to its closing, all staff were reminded of the deadline.

2.3. Data analysis

The gathered data were subjected to a rigorous statistical analysis which is described in greater detail in Appendix B. First, data distribution was inspected for its normality followed by the scale development procedure. The scales were refined by removing 35 poorly fitting items and clustering the remaining items to form new themes. Testing the validity and reliability of the survey is also presented in Appendix B. The new survey structure was found to be reliable and acceptably, but not perfectly, valid.

The final survey structure consisted of 117 items (supervisor version consisted of 134 items) organized into 13 groups (full list of items is given in Appendix C):

1. Overall ethical climate (6 items)
2. Senior leadership (10 items)
3. Supervisory leadership (14 items)
4. Fairness of organizational procedures (16 items)
5. Treatment of offenders (4 items)
6. Awareness of values (4 items)
7. Awareness of recourse mechanisms (5 items)
8. Organizational citizenship behaviours – others (14 items)
9. Organizational citizenship behaviours – self-assessment (12 items)
10. Supervisor self-assessment (17 items)
11. Unhealthy work environment (23 items)
12. Demographic questions (7)
13. General background questions (2)

Results of the data analysis are reported in graphs as summed average scores for each theme and average scores for individual items within these themes. A higher score means a more positive perception of the given aspect of ethical climate. When the score is around “4”, it indicates a neutral attitude, that is, neither very positive nor very negative. This opens up an opportunity for organizational initiatives to attempt shifting employees’ attitudes. When the average score has reached the mark of “5”, it can be said that the rating is positive. In the Unhealthy Work Environment section, frequencies (percentages) were calculated for the Yes/No and multiple-choice questions.

Survey results were also controlled for demographic differences and some other survey items, for example, whether respondents had taken a values and ethics awareness session. Further, the relationships among various aspects of ethical climate were further explored with the help of correlation and regression analysis using SPSS software. This type of analysis contributed to the development of the integrated ethical climate model.

This Ethical Climate Survey is a considerable improvement in its structure and psychometric qualities over the initial survey piloted between 2007 and 2009. There were, however, some limitations that could be addressed when the survey is administered next time. These limitations are discussed in Appendix D.

3. Survey sample

The survey was completed by 2,237 CSC employees. Since CSC has 18,770 employees, this constitutes a 12% return rate. Table 1 shows the demographic characteristics of the sample compared with CSC as a whole. Overall, the sample is sufficiently balanced to generalize the survey results to the whole department.

The sample is balanced in terms of age, official language users, length of service, and probably also supervisory or non-supervisory job holders, although such information for the whole of CSC is not available. Some groups, however, are less balanced. Women are slightly overrepresented, but men slightly underrepresented. Also, medium and maximum security institutions are somewhat underrepresented, but headquarters and community offices are overrepresented. There are also grounds to believe that shift workers might be slightly underrepresented.

Table 1. Demographic make-up of the sample

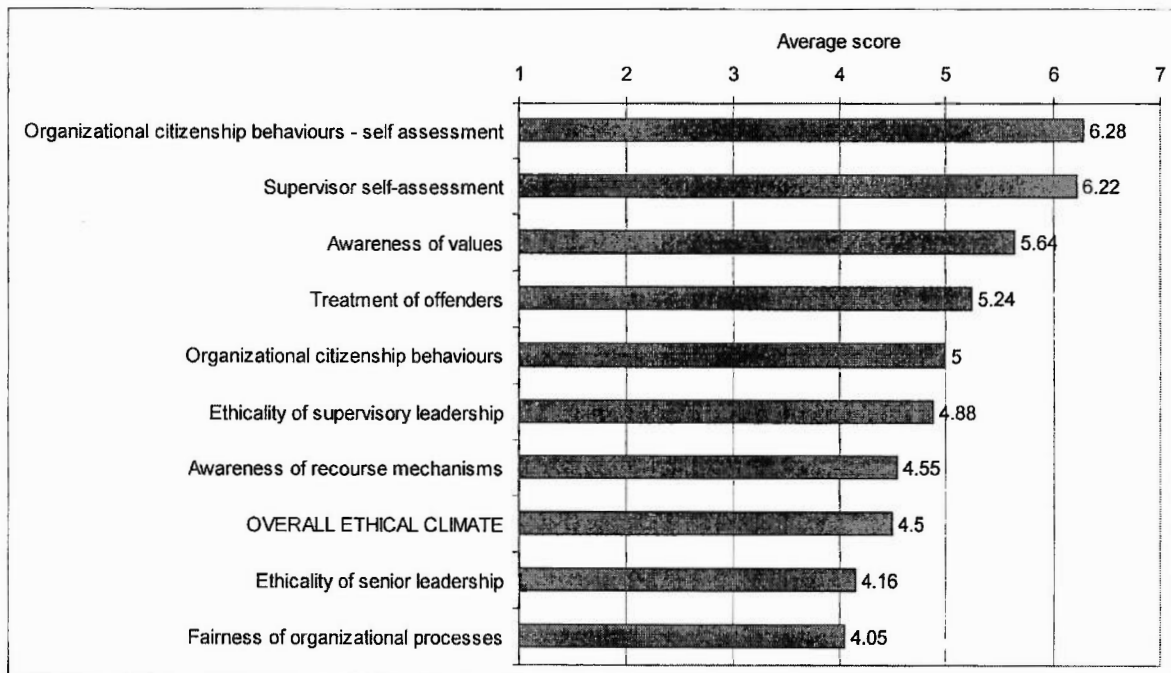
Demographic characteristics		Survey Sample		In CSC
		N	%	
Gender:	Male	900	40.2%	51.8%
	Female	1336	59.7%	48.2%
Age:	30 & younger	268	12%	15.36%
	31-45	919	41.1%	45.75%
	46-55	750	33.5%	27.01%
	56 & older	300	13.4%	11.76%
First official language:	English	1656	74%	70%
	French	580	26%	30%
Security level:	Minimum	186	8.4%	11.33%
	Medium	566	25.5%	35.98%
	Maximum	271	12.2%	20.03%
	Mixed level	392	17.7%	17.47%
	HQ	584	26.3%	14.35%
	Community	218	9.8%	0.84%
Manager or supervisor	Yes	641	28.7%	
	No	1596	71.3%	
Working in shifts:	Yes	500	22.4%	
	No	1736	77.6%	
Length of work for CSC:	< 12 mos.	163	7.3%	8.79%
	1-5 yrs.	723	32.3%	31.79%
	6-15 yrs.	738	33%	34.63%
	>16 yrs.	613	27.4%	24.59%

4. Results

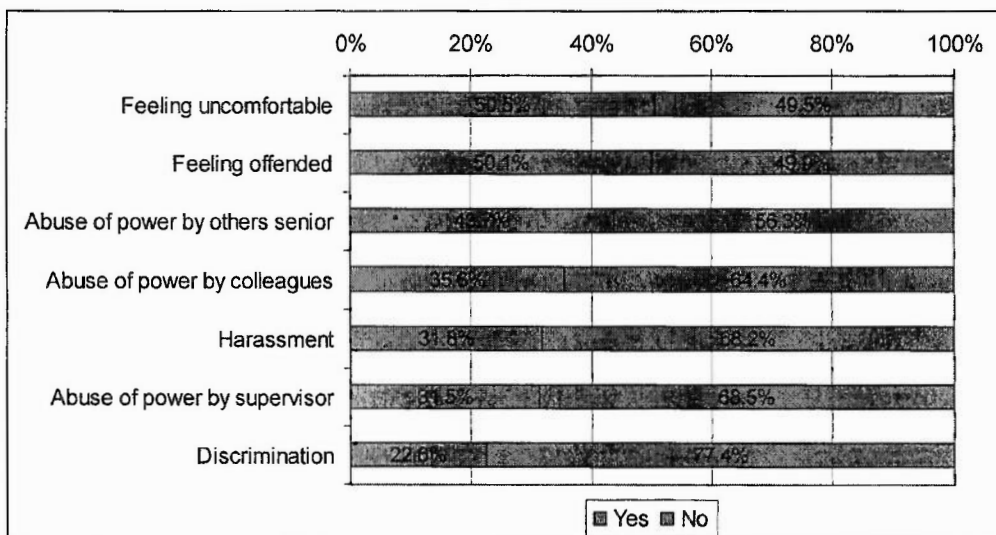
The first part of this section presents the descriptive analysis of the data, that is, it shows the average ratings and response percentages of survey themes and their individual items and also indicates demographic differences in these ratings where applicable. In the second part, causal relationships among the survey themes are examined.

Figure 1 shows the ranking of all ethical climate aspects. On average, no aspect was rated below the neutral scale midpoint of 4. Most positively, the CSC community rated their own behaviours (6.28 everyone and 6.22 supervisors), but was most critical of the ethicality of senior leadership (4.16) and organizational processes which were not seen as very fair (4.05). Supervisory leadership (4.88) was seen in a more positive light than behaviours of senior leadership (4.16). Furthermore, respondents reported being quite aware of organizational values (5.64), but less aware of the recourse mechanisms available to them (4.55). Respondents were also quite positive in relation to the organizational citizenship behaviours of their colleagues (5.0) and the way offenders were treated (5.24). Finally, the overall ethical climate was rated 4.5.

Figure 1. Ethical climate aspects



In terms of unhealthy workplace practices, in the past year, roughly half of respondents reported that behaviours of others had made them feel uncomfortable (50.5%) and offended (50.1%), and they had experienced or observed abuse of power by others senior to them in the workplace (43.7%). About a third of respondents had experienced or observed abuse of power by their colleagues (35.6%) and supervisors (31.5%), and felt that they had been harassed (31.8%). Slightly over one-fifth reported being discriminated against (22.6%).

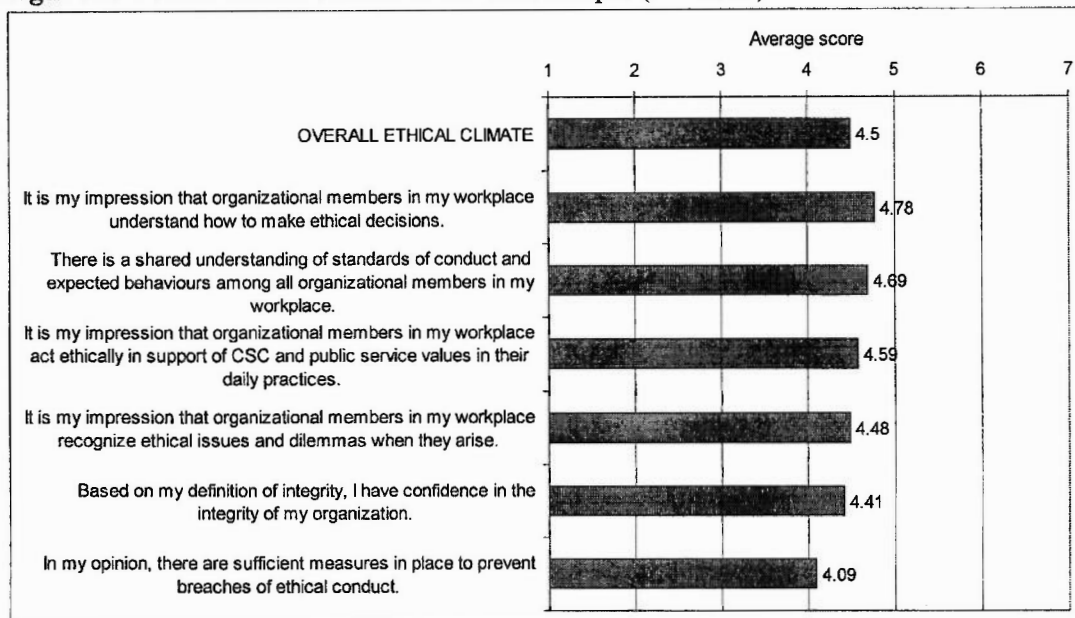


4.1. Overall ethical climate

Overall ethical climate was measured with six items that describe the organizational climate in somewhat general terms. This scale has been intended to serve as a reference point for all other survey dimensions which characterize the ethical climate in more specific terms. The CSC ethical climate was rated at 4.5, that is, slightly above the neutral midpoint of 4 (see Figure 2).

It appears that employees' confidence in the integrity of the department (almost equal to the rating of the overall ethical climate) is influenced by two aspects: organizational systems and the behaviours of each individual. Respondents were more positive about the individuals' role in creating an ethical climate than organizational structures in place to prevent breaches of ethical conduct. Individuals contribute to ethical climate by understanding ethical standards and principles, being able to make ethical decisions, and acting ethically. This is a solid basis for building an ethical workplace. Improved formal rules and structures on the organizational level serve to support the endeavours of organizational members in the interest of the organization.

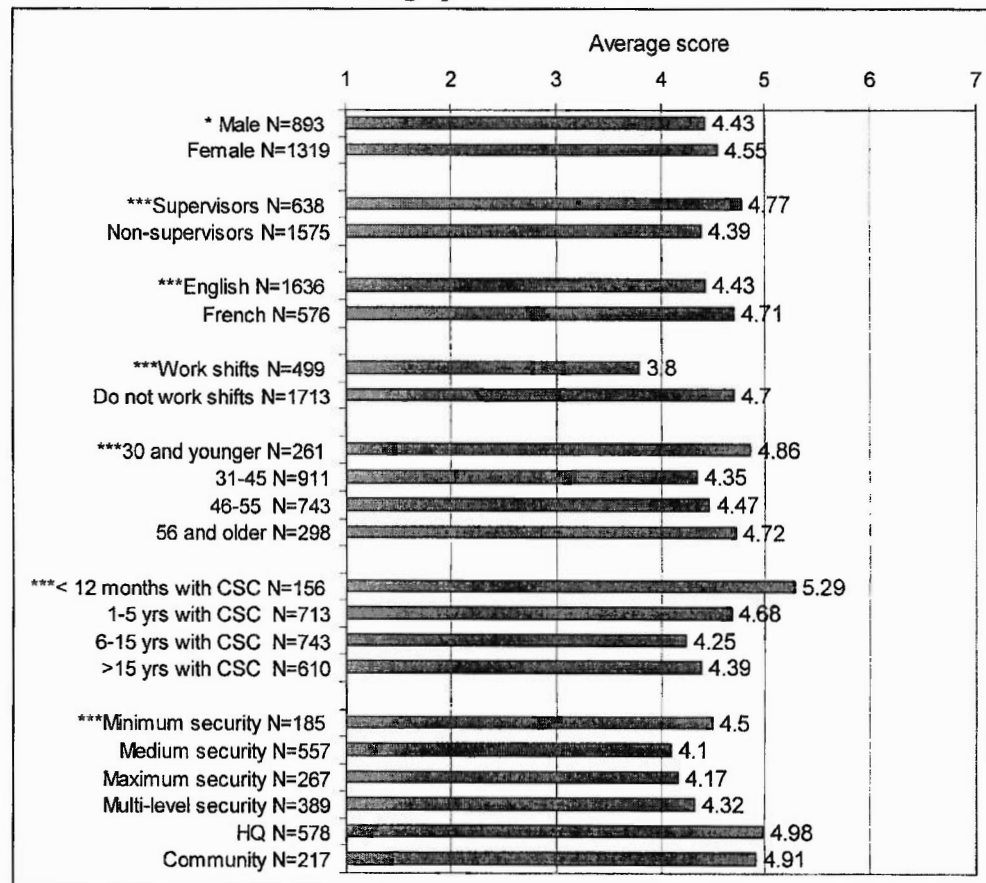
Figure 2. Overall ethical climate in the total sample (N= 2213)



The CSC community, however, appears to have different experiences regarding ethical climate based on their demographic characteristics (see Figure 3). Women held somewhat more positive views of the ethicality of the department than men, but the divide within other demographics was even more distinct. **Employees working in shifts perceived the ethical climate as significantly more negative than those who do not work in shifts (3.8 vs. 4.7).** It must be noted that the gender differences were present among non-shift workers, but not among shift workers. Similarly, those who have worked in CSC for 6-15 years were more critical than the most recent hires (4.25 vs. 5.29). In fact, dissatisfaction with the way CSC tackles ethical issues increased with years of service, and those who have been with CSC for less than a year held the most positive views of all. Nevertheless, the most experienced employees (15+ years of experience) were not the most critical. This group expressed slightly more positive beliefs about ethical climate than those who have been with CSC for 1-15 years. This gives the department a potential for culture change by providing the new employees with consistent experiences regarding values-based leadership and maintaining their positive outlook as they progress through their careers. The age groups exhibited the same pattern of beliefs with the youngest employees (age 30 and younger) being the most positive and the more senior employees (56+) somewhat more positive than those in the middle.

Supervisors tended to see the organizational climate as more ethical than those who did not have such responsibilities (4.77 vs. 4.39). Further, English-speaking employees perceived the ethical climate less positively than French-speaking employees (4.43 vs. 4.71). A significant difference in experiences could also be observed across different types of workplaces. Overall, those working at headquarters and community offices (4.98 and 4.91 respectively) saw the organizational climate as much more ethical than those working at institutions. Among institutions, it seems that at minimum security (4.5), staff had fewer issues with ethical climate than others, especially those at medium and maximum security levels (4.1 and 4.17 respectively).

Figure 3. Overall ethical climate – demographic differences



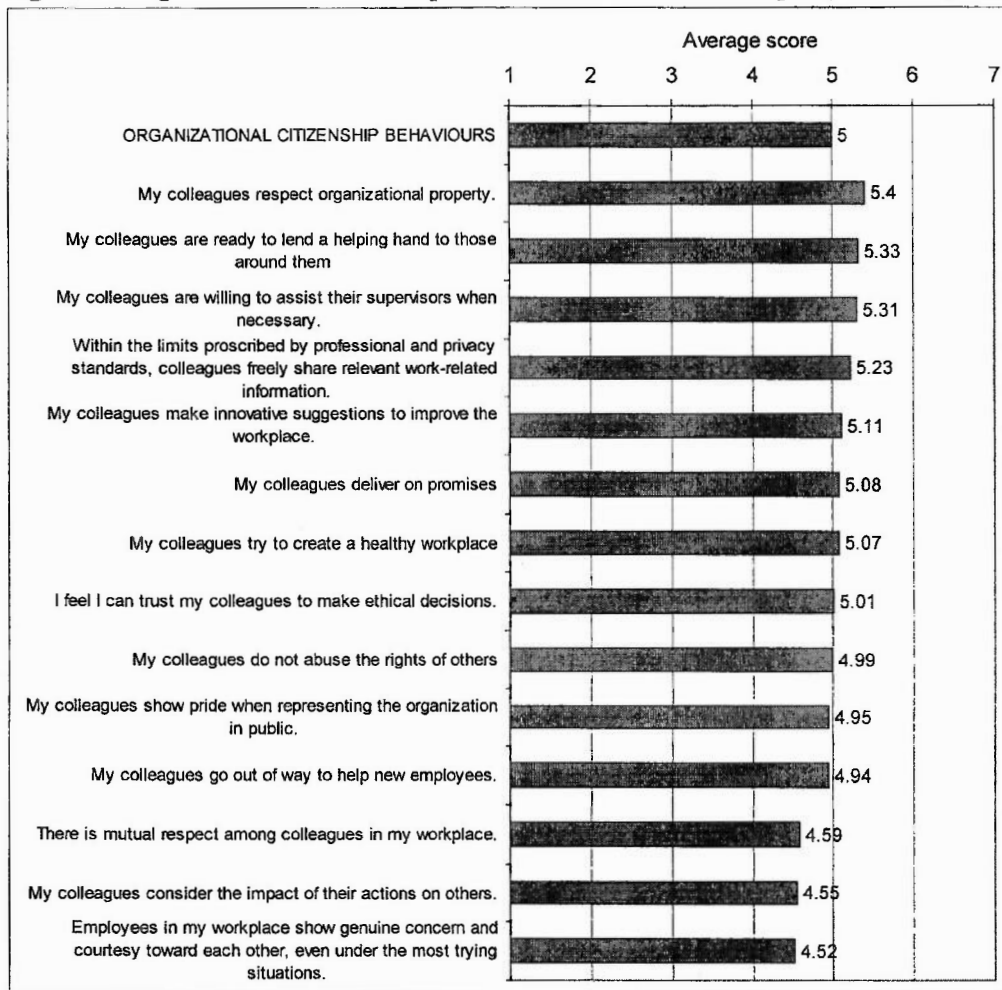
*differences among the groups of the particular demographic significant at $\alpha \leq .05$

***differences among the groups of the particular demographic significant at $\alpha \leq .001$

4.2. Organizational citizenship behaviours

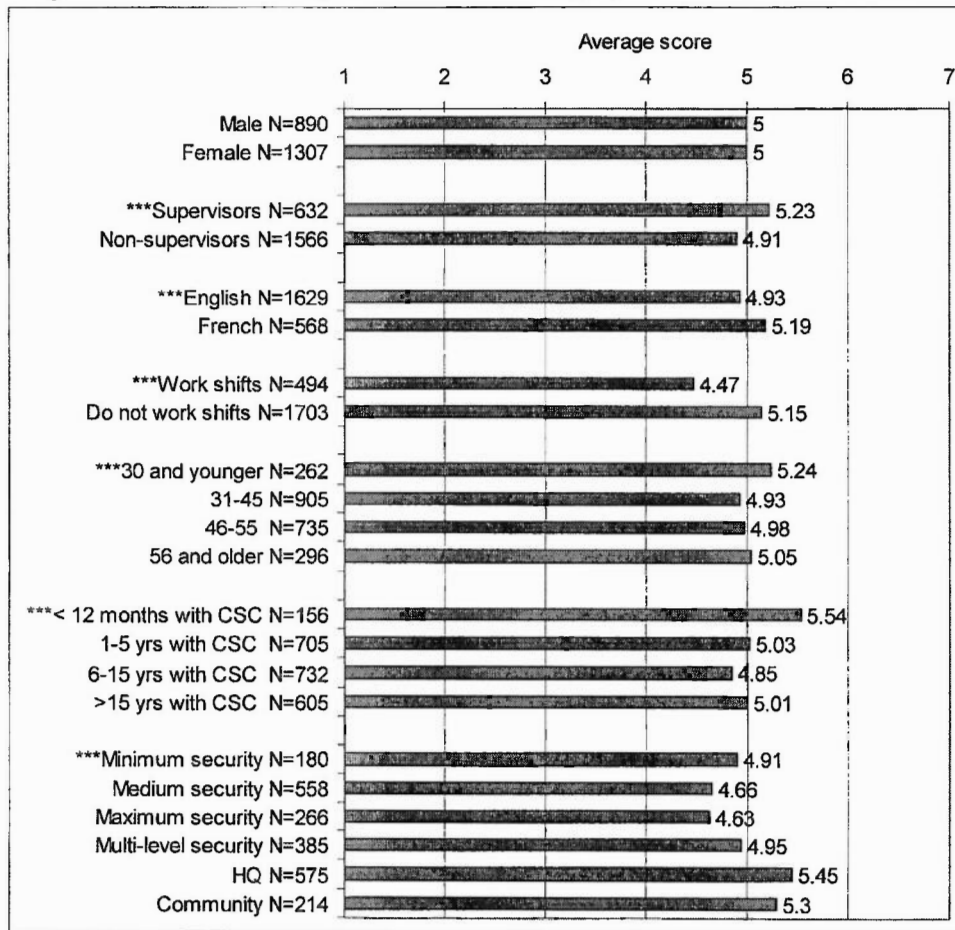
The survey included 14 items that asked respondents to rate the organizational citizenship behaviours of their peers (see Figure 4). These are on the job behaviours that employees are not specifically instructed to do, yet they engage in using their own judgement. They are not formally rewarded, yet promote the effectiveness of the organization. Significantly, this important aspect of ethical climate was rated at the positive mark of 5. Most positively, the CSC community rated their colleagues' respect for organizational property (5.4), helpfulness to colleagues (5.33) and supervisors (5.31), sharing relevant work-related information (5.23) and making innovative suggestions (5.11), delivering on promises (5.08), creating a healthy workplace (5.07), and making ethical decisions (5.01). Slightly less positively, respondents evaluated their colleagues' respect for the rights of others (4.99), showing pride in the organization (4.95), and going the extra mile to help new employees (4.94). **Three behaviours pertaining to consideration and sensitivity were rated notably lower:** respondents were somewhat less likely to admit that there was mutual respect among colleagues (4.59), colleagues consider the impact of their actions on others (4.55) and showed genuine concern and courtesy toward each other (4.52).

Figure 4. Organizational citizenship behaviours in the total sample (N = 2198)



Peer behaviours are the only aspect where men and women did not differ in their opinions overall, but when controlled for shift work, men turned out to hold somewhat more positive views than women (4.57 for men vs. 4.3 for women who work in shifts, and 5.23 for men vs. 5.11 for women who do not work in shifts, significant at $\alpha \leq .05$). It appears that compared to men, women were more sensitive to peer behaviours than to any other aspect of ethical climate. Nevertheless, groups along other demographic lines held distinctly and significantly different views (see Figure 5).

Figure 5. Organizational citizenship behaviours – demographic differences.



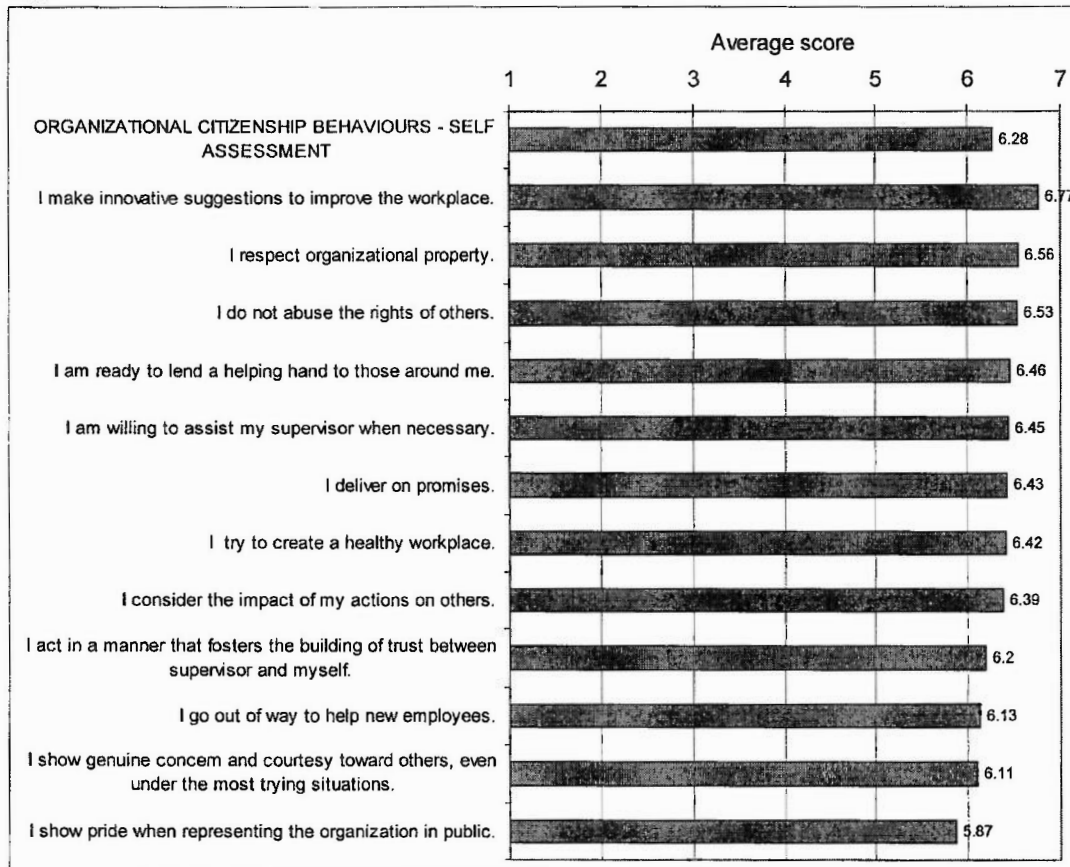
***differences among the groups of the particular demographic significant at $\alpha \leq .001$

Following the frequently observable pattern, supervisors (5.23 vs. 4.91 for non-supervisors), francophones (5.19 vs. 4.93 for anglophones), non-shift workers (5.15 vs. 4.47), the youngest employees (5.24 vs. 4.93, 4.98, and 5.05 for older employees), and the least experienced group (5.54 vs. 5.03, 4.85, and 5.01 for other groups) held higher opinions about peer behaviours. Further, staff at headquarters and community offices (5.45 and 5.3 respectively) were more appreciative than those at minimum and multi-level security institutions (4.91 and 4.95 respectively) who in turn were somewhat more positive than employees at medium and maximum security institutions (4.66 and 4.63 respectively). The largest divergence with respect to peer behaviours was between shift and non-shift workers, between those who have been with CSC for less than a year and those who have worked in the department for 6-15 years, as well as between staff at headquarters and maximum security institutions.

4.3. Organizational citizenship behaviours – self-assessment

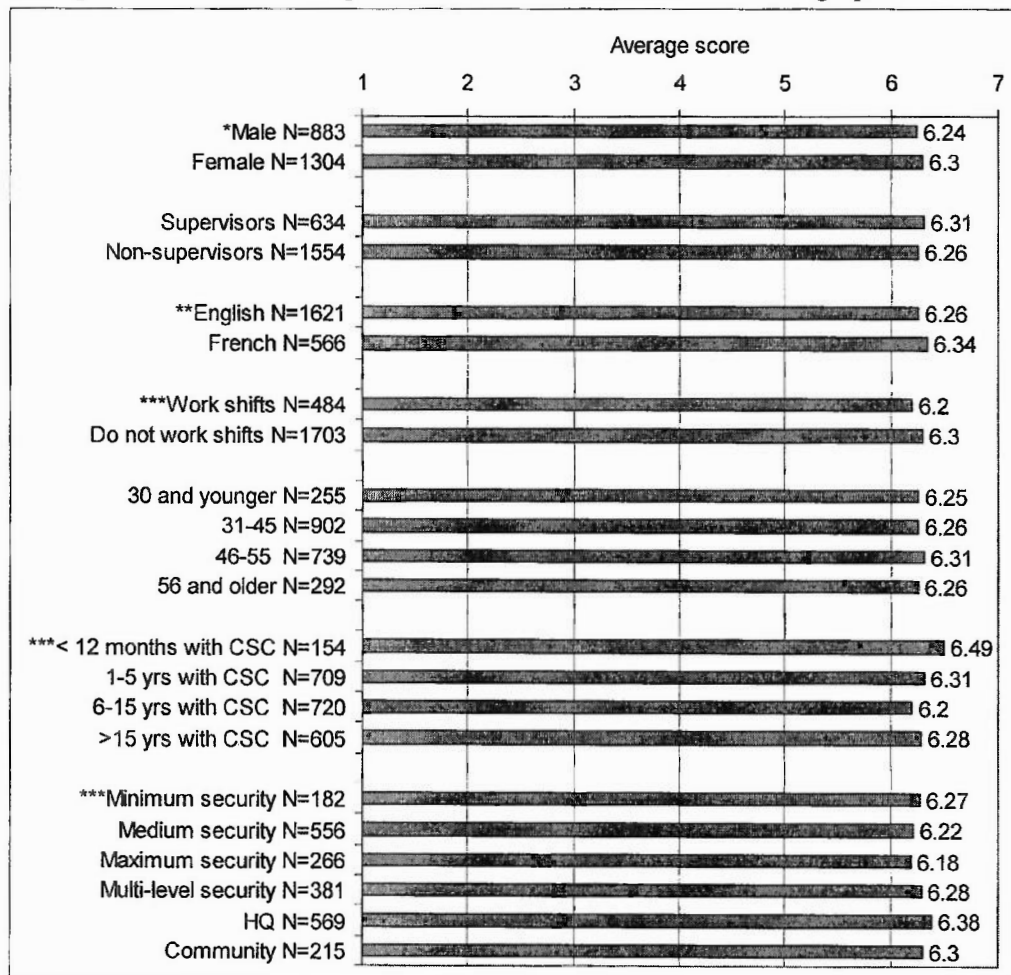
Similar to supervisor ratings by employees and by supervisors themselves, respondents evaluated their own organizational citizenship behaviours as well as those of colleagues. Overall, own behaviours were rated 6.28 while those of colleagues were rated 5.0 (see Figure 6).

Figure 6. Organizational citizenship behaviours – self-assessment in the total sample (N =2188)



Possible reasons for the higher ratings of self versus ratings of others and the implications are addressed in the Discussion section. It is interesting to note some of the differences in ratings of the same item. Respondents felt most strongly that they offered innovative suggestions to improve the workplace (6.77), but these behaviours appeared not to be noticed by others to the same extent (5.11). Further, respondents reported that they did not abuse the rights of others (6.53), but this was not the impression of others (4.99). Looking at all items, respondents were least likely to admit that they showed pride when representing the organization in public (5.87), but in assessing their colleagues, this item was rated lower (4.95). A similar ranking can be observed regarding genuine concern and courtesy toward others (6.11 for self and 4.52 for others). Considering the impact of one's actions on others ranked among the lower rated items in both cases.

Figure 7. Organizational citizenship behaviours – self-assessment – demographic differences



* differences among the groups of the particular demographic significant at $\alpha \leq .05$

** differences among the groups of the particular demographic significant at $\alpha \leq .01$

*** differences among the groups of the particular demographic significant at $\alpha \leq .001$

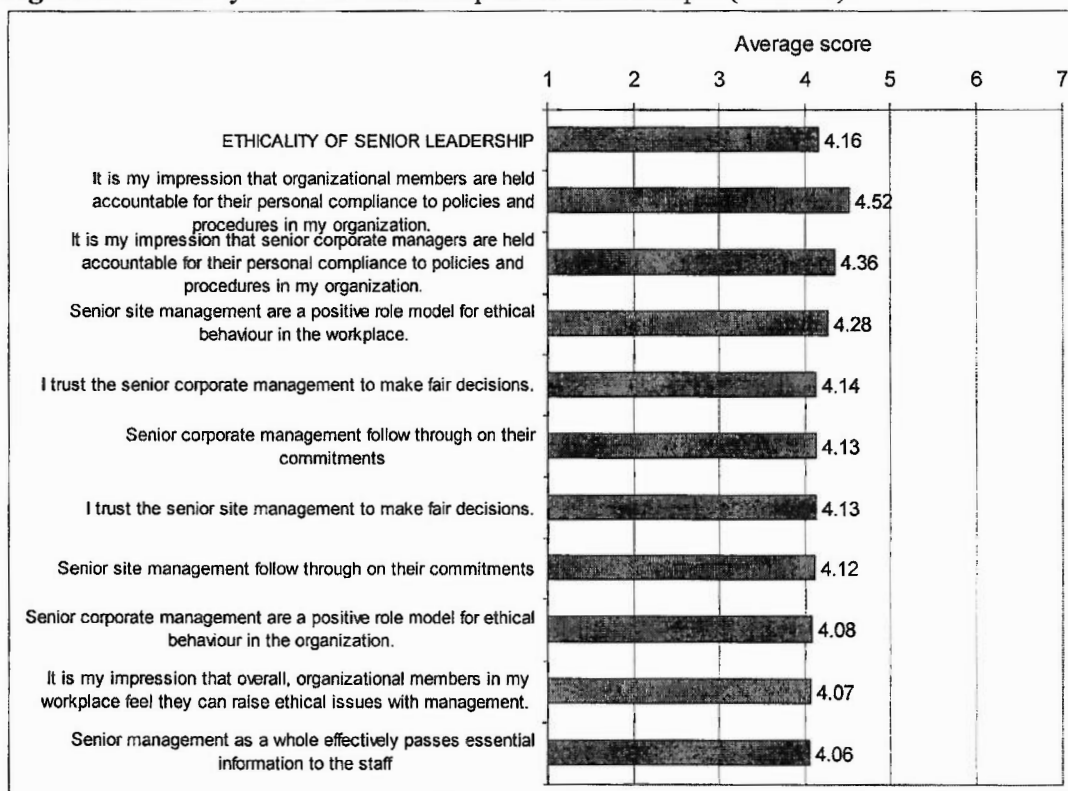
Although there were some statistically significant differences in the self-assessment of various demographic groups, these differences were much smaller compared with other aspects of the ethical climate (see Figure 7) indicating a greater unanimity across these groups. Nevertheless, women (6.3 vs. 6.24 for men), francophones (6.34 vs. 6.26 for anglophones), non-shift workers (6.3 vs. 6.2 for shift-workers), the least experienced employees (6.49 vs. 6.31, 6.2, and 6.28 for other groups), and staff at headquarters (6.38 vs. 6.27, 6.22, 6.18, 6.28, and 6.3 for other groups) tended to rate themselves somewhat higher. When controlled for shift work, there were no gender differences in self-assessment.

4.4. Senior leadership

In this survey, organizational leadership was viewed at two levels: those holding senior management positions and immediate supervisors. Senior leadership included corporate management (RHQ or NHQ personnel at an EX or EX-equivalent level) and site management (personnel at an EX or EX-equivalent level).

Overall, ethicality of senior leadership was rated at 4.16 which means that on average, respondents were indecisive about their positive or negative views of leadership. On the other hand, the spread of responses was quite wide suggesting that there was variability in the way organizational members saw their senior leaders. While roughly a half of respondents rated senior leadership behaviours positively (above 4.5), 34% gave average ratings of 3.5 and below.

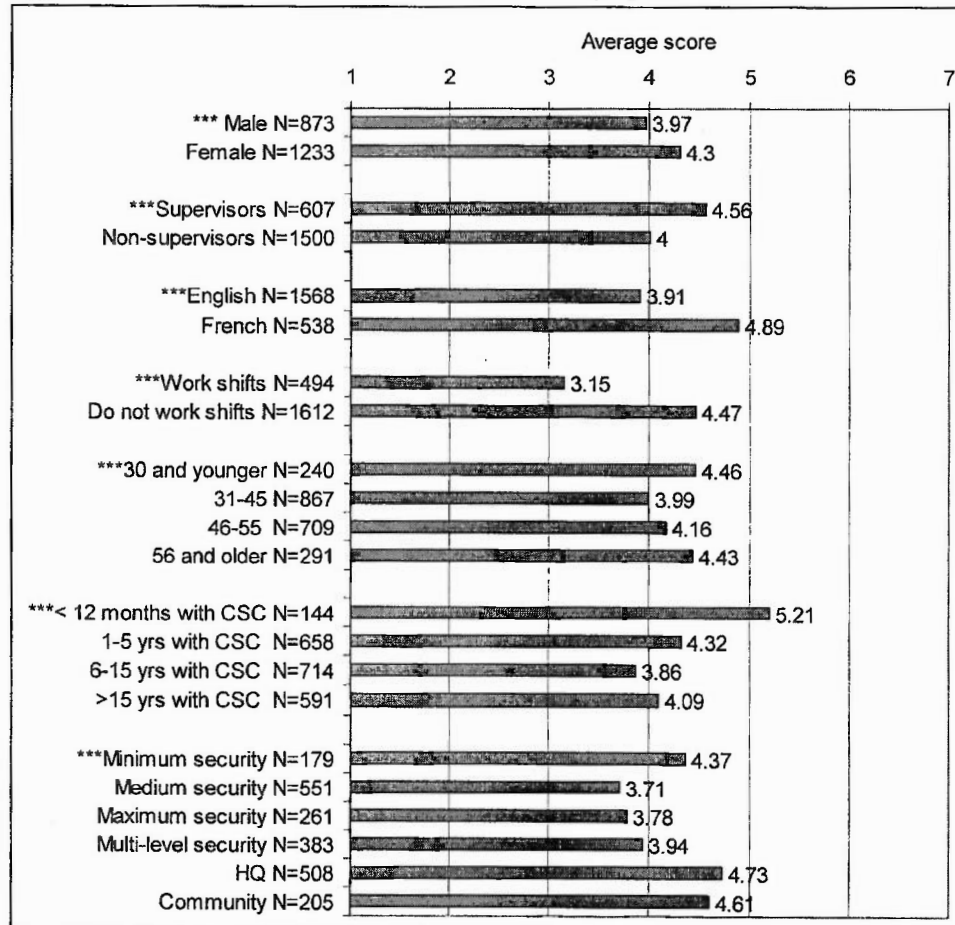
Figure 8. Ethicality of senior leadership in the total sample (N=2107)



The most positively perceived aspect was the impression that senior leaders were holding the staff accountable for their compliance to policies and procedures (4.52), but the perception of leaders themselves being held accountable was rated lower (4.36). In terms of role modeling ethical behaviours, site management was seen in a slightly more positive light than corporate management (4.28 vs. 4.08). Respondents were most critical of two-way communication with their leaders. Ratings suggested that many staff members felt that leaders were not passing essential information to the staff effectively (4.06), nor did they feel they could approach their leaders with ethical issues (4.07). Similarly, many respondents saw considerable room for improvement in the way senior site and corporate leaders follow through on their commitments (4.12 and 4.13) and make fair decisions (4.13 and 4.14).

There were statistically significant differences in the perceptions of the ethicality of senior leadership across various demographic groups (see Figure 9). Women (4.3 vs. 3.97 for men), supervisors (4.56 vs. 4 for non-supervisors), French-speaking employees (4.89 vs. 3.91 for English speaking) and those who do not work in shifts (4.47 vs. 3.15 for shift workers) were much more positive. It must be noted, however, that when controlled for shift work, there were no gender differences meaning that men and women in similar jobs held the same views. If there were differences, then the reason most probably was the job type. Also age, length of service and type of workplace affected employees' perceptions. The youngest and oldest groups (4.46 and 4.43 respectively) differed significantly from the middle-range age groups (3.99 for 31-45 year olds and 4.16 for 46-55 year olds), and the newest hires were considerably more positive than their more experienced colleagues (5.21 vs. 4.32 (1-5 years of service), 3.86 (5-15 years), 4.09 (16+ years)). Those working at headquarters and community offices (4.73 and 4.61) were less critical of senior leadership than institutional staff. In addition, minimum security employees were more positive than others (4.37 vs. 3.71 in medium, 3.78 in maximum, and 3.94 in multi-level security institutions).

Figure 9. Ethicality of senior leadership – demographic differences

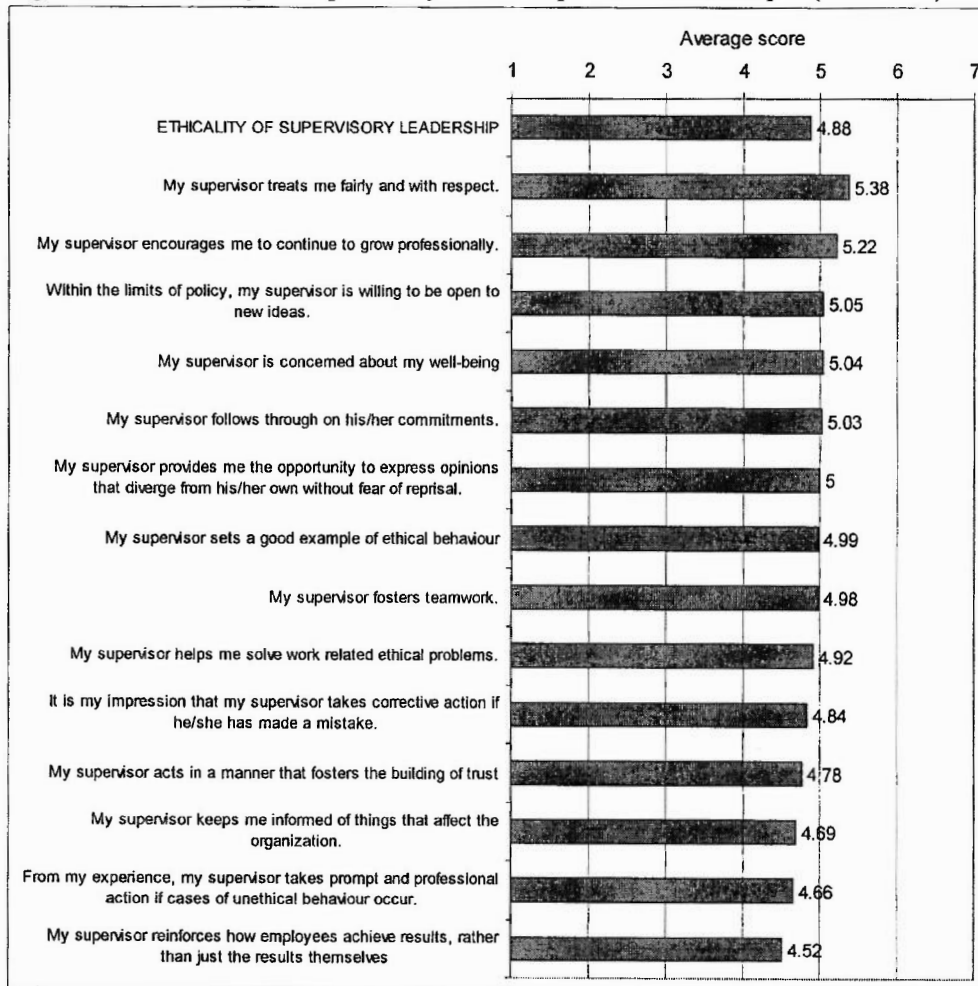


*** differences among the groups of the particular demographic significant at $\alpha \leq .001$

4.5. Supervisory leadership

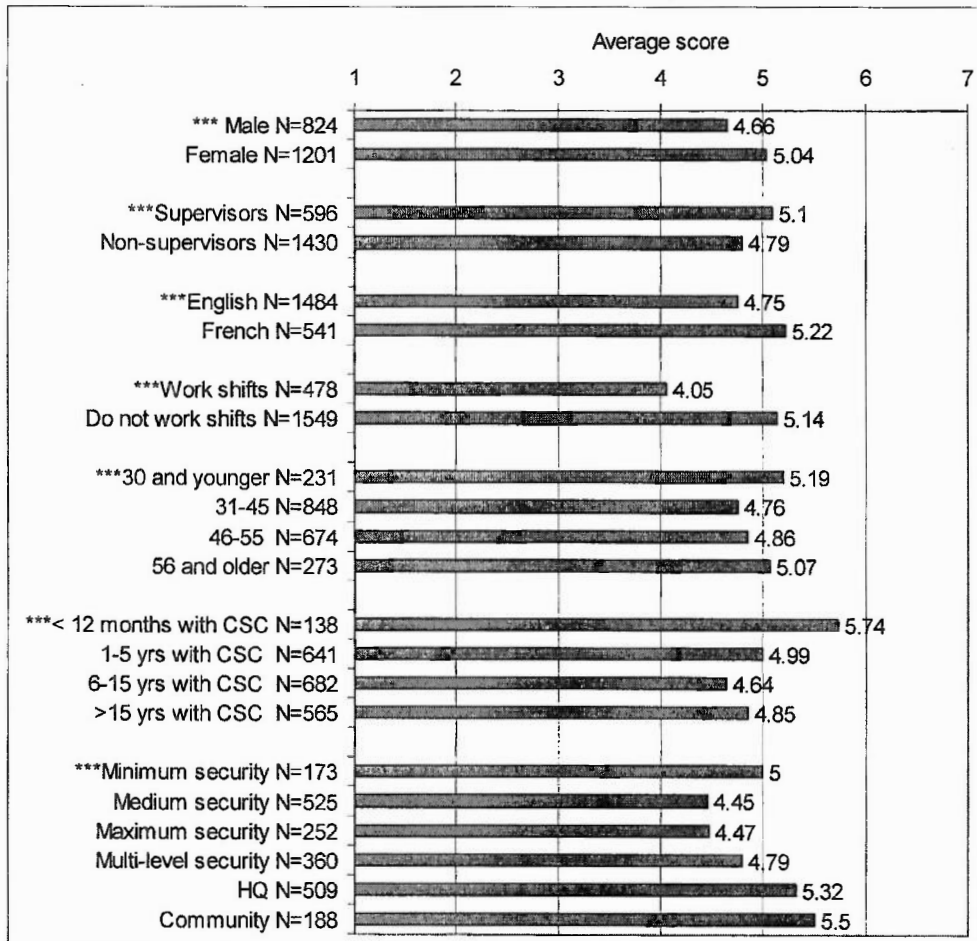
CSC members saw their immediate supervisors as being somewhat more ethical than senior management of their site or the whole department (4.88 vs. 4.16) (see Figure 10). Overall, respondents were positive about their interactions with their supervisor. Supervisors treating their staff fairly and with respect was the most appreciated aspect (5.38). Also, the supervisors' role in the professional growth of their staff (5.22), being open to new ideas (5.05) and allowing employees to express opinions that do not necessarily coincide with their own (5.0), caring about employees' well-being (5.04), following through on their commitments (5.03), providing a good example of ethical behaviours (4.99) and fostering teamwork (4.98) were also recognized. On the other hand, supervisors' focus on bottom-line results rather than the way results are achieved was the least positively rated aspect (4.52). Other supervisory actions that leave room for improvement are helping their staff solve work-related ethical problems (4.92), correcting their own mistakes (4.84), building trust (4.78), keeping staff informed of things that affect the organization (4.69), and taking action if unethical behaviours are observed (4.66).

Figure 10. Ethicality of supervisory leadership in the total sample (N = 2026)



Similar to the perception of senior leadership, supervisory leadership was seen differently by various demographic groups (see Figure 11). Women (5.04 vs. 4.66 for men), those who themselves are supervisors (5.1 vs. 4.79 for non-supervisors), French-speaking employees (5.22 vs. 4.75 for English speaking) and those who do not work shifts (5.14 vs. 4.05 for shift workers) were much more positive. There were no gender differences when shift and non-shift workers were analyzed separately. Also age, length of service and workplace affected employees' perceptions of their supervisors. The youngest and oldest groups (5.19 and 5.07 respectively)

Figure 11. Ethicality of supervisory leadership – demographic differences

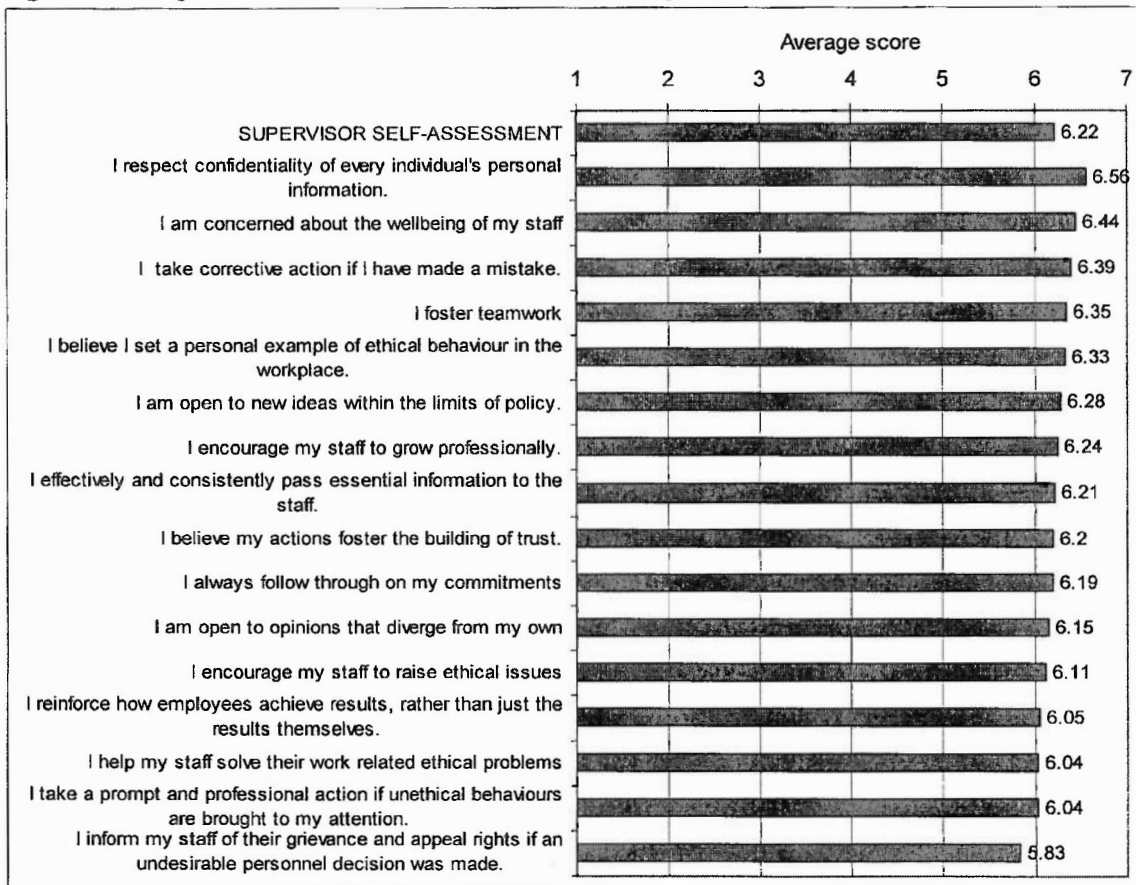


***differences among the groups of the particular demographic significant at $\alpha \leq .001$

differed significantly from the more critical middle-range age groups (4.76 for 31-45 year olds and 4.86 for 46-55 year olds), and the newest hires were considerably more positive than their more experienced colleagues (5.74 vs. 4.99 (1-5 years of service), 4.64 (5-15 years) and 4.85 (16+ years)). Those working at headquarters and community offices (5.32 and 5.5) were less critical of their supervisors than the institution staff. In addition, minimum security employees were more positive than others (5 vs. 4.45 in medium, 4.47 in maximum, and 4.78 in multi-level security institutions).

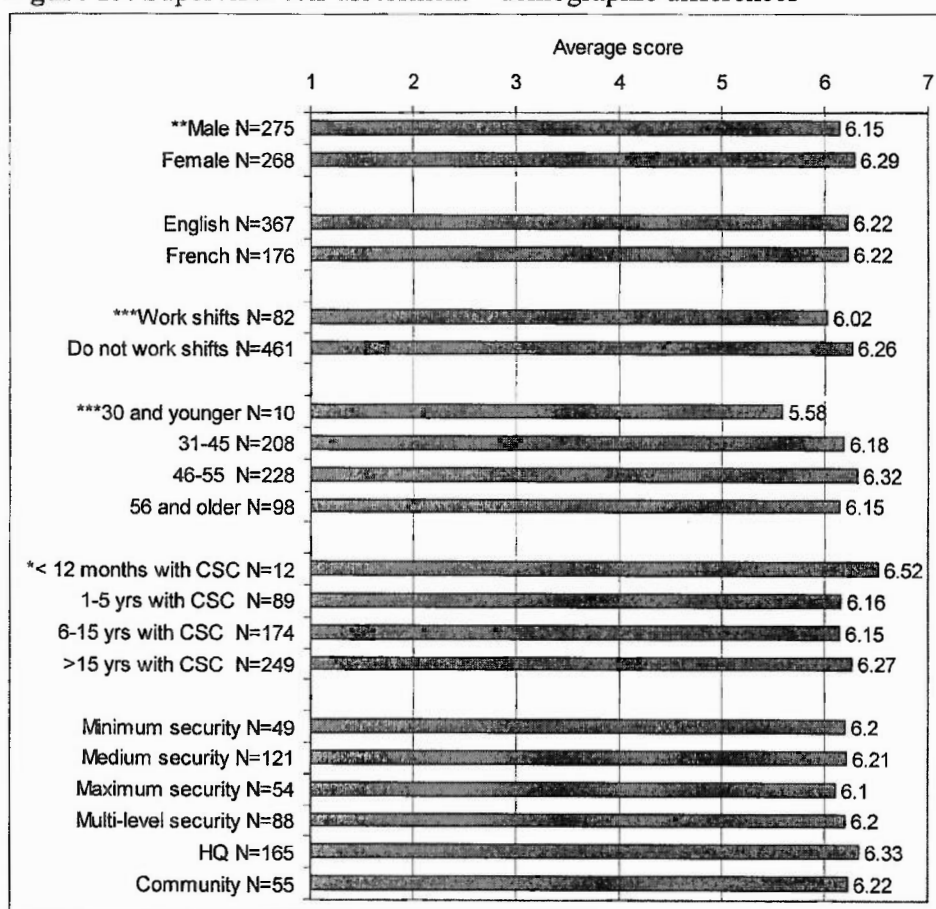
4.6. Supervisor self-assessment

Figure 12. Supervisor self-assessment in the total sample (N = 544)



All respondents with supervisory responsibilities irrespective of their level in the hierarchy were asked to assess their own behaviours. Upon comparison of two perspectives (i.e., those of all employees and supervisors) on the same actions, it can be seen that there is a gap in perceptions. Although there was a group of very self-critical respondents, overall, supervisors rated their own behaviours at 6.22 (see Figure 12) as opposed to ratings by employees at 4.88 (see Figure 10 above). This pattern applies to all the matched items in this survey. This suggests that respondents see their own actions more favourably than others do. There are good reasons for such an incongruity, for example, healthy positive self-image, much deeper insight into one's own actions than that of others, or poor communication that does not allow the staff to understand the rationale behind their supervisors' actions. A more detailed account of some of these reasons will be given in the Discussion section.

Figure 13. Supervisor self-assessment – demographic differences



*differences among the groups of the particular demographic significant at $\alpha \leq .05$

**differences among the groups of the particular demographic significant at $\alpha \leq .01$

***differences among the groups of the particular demographic significant at $\alpha \leq .001$

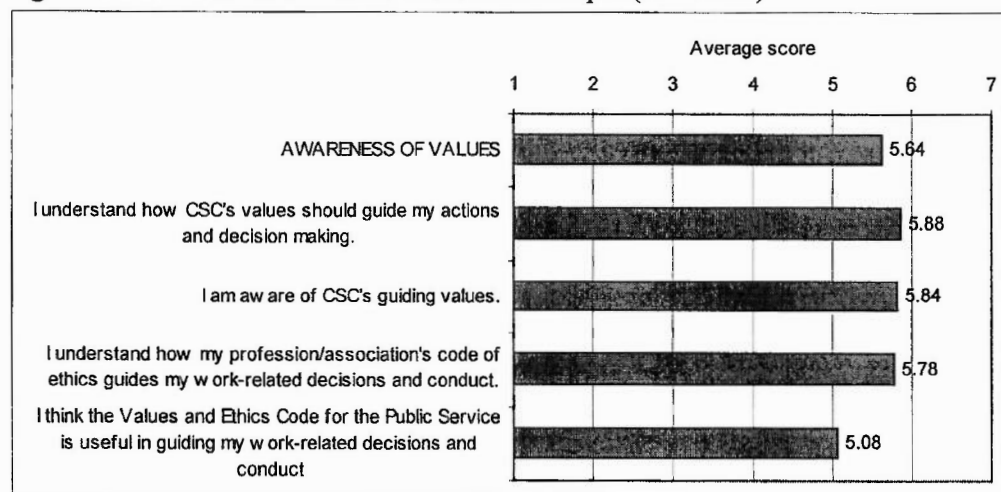
There were some demographic differences in supervisor self-assessment, but they did not follow the same pattern as other themes (see Figure 13). There were no differences based on the first official language and workplace. Men were more critical of themselves (6.15 vs. 6.29 for women) as were those supervisors who worked shifts (6.02 vs. 6.26 for non-shift workers), but again, there were no gender differences in self-assessment when controlled for shift work. Also the youngest supervisors were more self-critical (5.58 vs. 6.18, 6.32 and 6.15 for other age groups) while at the same time, supervisors new to CSC held the highest opinion of their behaviours (6.52 vs. 6.15, 6.16, and 6.27 for other groups). This may mean that the self-perception of young employees who have joined CSC early in life and have advanced in their careers to supervisory positions within the department was closer to the perspective of their staff. On the other hand, supervisors who joined the organization recently, but in a further career stage, had a self-perception more different from the view held by their staff.

4.7. Awareness of values

Awareness of CSC, public service and professional group values is the highest ranking aspect of ethical climate after the self-assessment (rated at 5.64, see Figure 14). Overall, respondents were considerably more aware and appreciative of CSC and professional group values than the *Values and Ethics Code for the Public Service*.

A demographic analysis of the survey results (Figure 15) shows that some CSC groups were more aware of values than others. Women (5.73 vs. 5.49 for men), supervisors (5.82 vs. 5.57 for non-supervisors), francophones (5.73 vs. 5.6 for anglophones), those who do not work shifts (5.73 vs. 5.32 for shift workers), employees older than 46 (5.7 and 5.72 vs. 5.61 and 5.57 for other groups), and the most recent hires (5.86 vs. 5.69, 5.52, and 5.64 for other groups) reported a higher awareness. Gender differences were present among shift workers, but men and women who did not work shifts reported similar levels of awareness.

Figure 14. Awareness of values in the total sample (N = 2116)



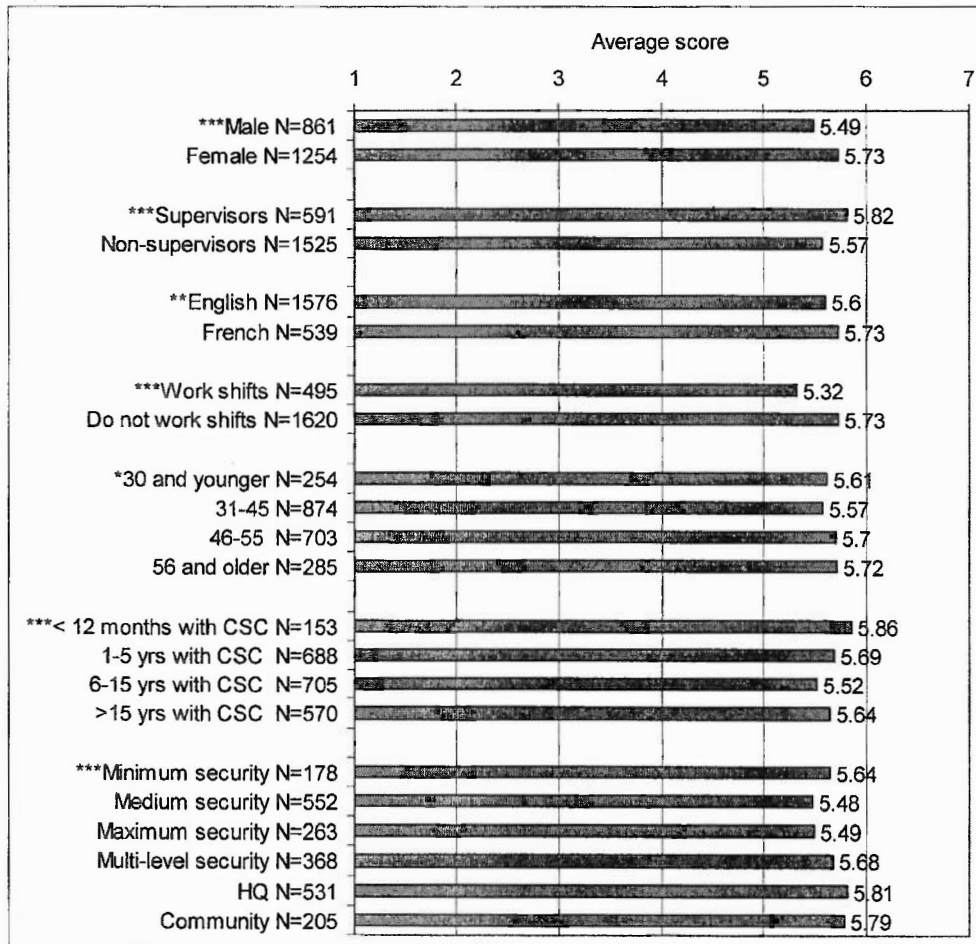
4.8. Awareness of recourse mechanisms

Although respondents were quite aware of values that should guide their actions (Figure 16), they were less aware of the recourse mechanisms available to them if these values were violated (4.55). Least of all, they knew where to report allegations of reprisal (4.13), while they felt more informed about their options when the Public Service *Values and Ethics Code* or CSC's Code of Conduct were violated (4.71 and 4.63 respectively), a wrongdoing had occurred within their organization (4.65), or they needed advice regarding ethical issues (4.6).

Some groups were more informed about recourse mechanisms than others (see Figure 17). Those were supervisors (5.04 vs. 4.35 for non-supervisors), francophones (4.73 vs. 4.48 for anglophones), non-shift workers (4.68 vs. 4.06 for shift workers), employees aged 56+ (5.03 vs. 4.24, 4.33, and 4.72 for other groups), those who have worked in CSC for more than 15 years (4.93 vs. 4.55, 4.4, and 4.37 for other groups), and staff at headquarters (4.93 vs. 4.65 for the community office staff and 4.45, 4.29, 4.31, and 4.46 for institutions). It is interesting to note that awareness of recourse mechanisms increased with respondents' age, suggesting that such

knowledge might accumulate with maturity and life experience. This linear pattern did not apply, however, to the length of service within CSC. Due to their more substantial experience, those with the longest service knew their options better, but most recent hires were more informed than those who have worked for the department for 1-15 years. This suggests a possible role played by the orientation of new employees and their more intense involvement in training.

Figure 15. Awareness of values – demographic differences



*differences among the groups of the particular demographic significant at $\alpha \leq .05$

**differences among the groups of the particular demographic significant at $\alpha \leq .01$

***differences among the groups of the particular demographic significant at $\alpha \leq .001$

Figure 16. Awareness of recourse mechanisms in the total sample (N = 2207)

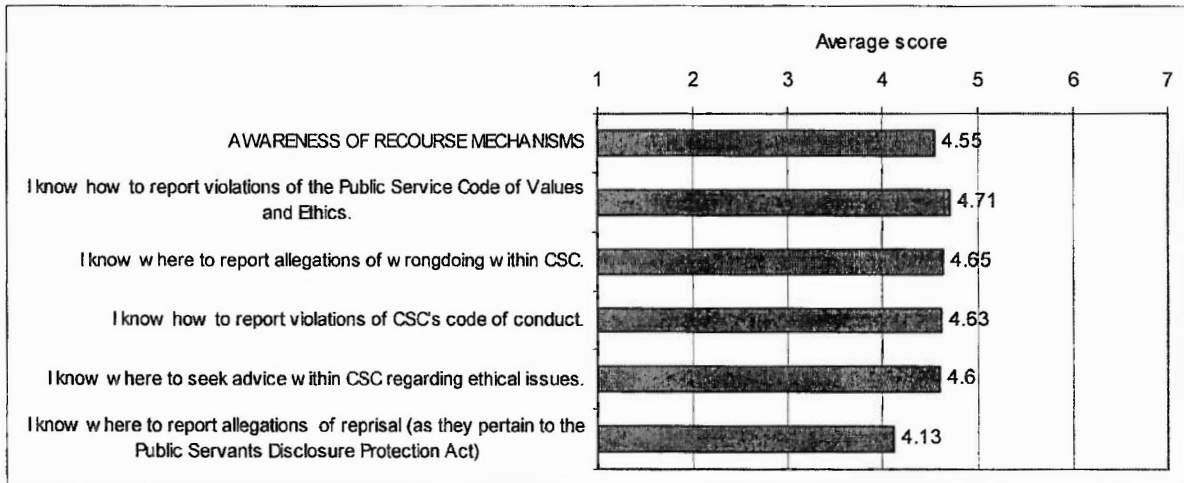
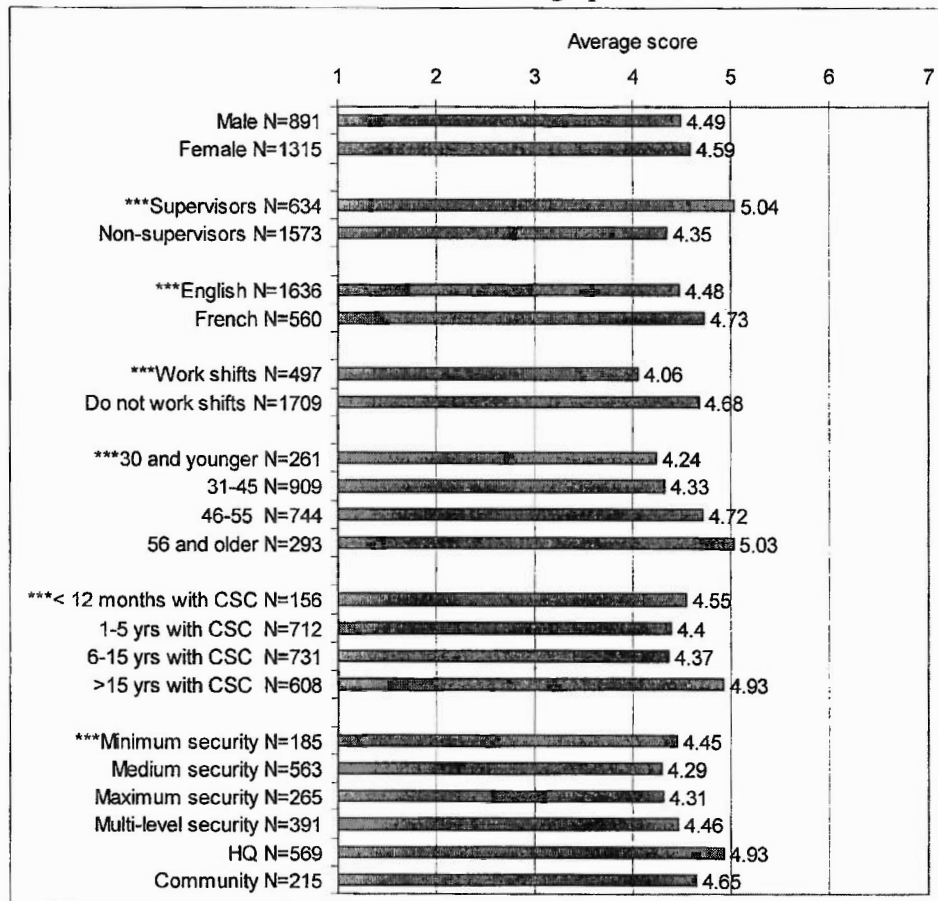


Figure 17. Awareness of recourse mechanisms – demographic differences



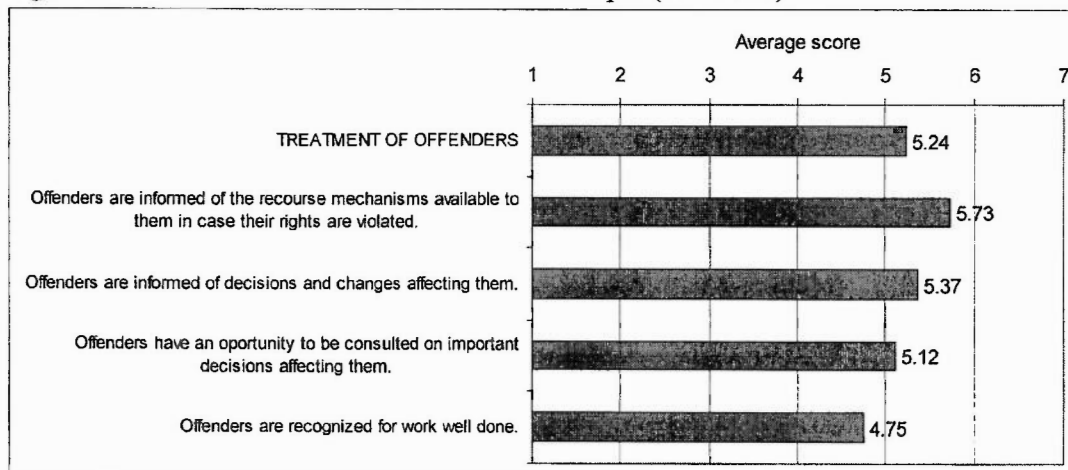
***differences among the groups of the particular demographic significant at $\alpha \leq .001$

4.9. Treatment of offenders

On average, treatment of offenders was seen quite positively. Rated at 5.24 (see Figure 18), this aspect of the CSC ethical climate was among the most favourable (see Figure 1 for the ranking of all aspects). First and foremost, respondents believed that offenders were informed of the recourse mechanisms available to them in case their rights were violated (5.73). They also thought offenders were informed of decisions affecting them and were consulted on important decisions (5.37 and 5.12 respectively). Respondents were somewhat less convinced that offenders were recognized for work well done (4.75).

It is interesting to note that one item pertaining to the treatment of offenders statistically did not fit in this theme very well and was eventually removed from further analysis. **It dealt with treating offenders with respect as human beings.** Although the average score on this item was within the range of other four scores, respondents were much more divided on this question. It appears respondents viewed this aspect of treating offenders differently than the presence of certain practices. This item is more subjective than others within this theme, and **most probably the CSC community does not share a common understanding and expectations regarding respect toward offenders.**

Figure 18. Treatment of offenders in the total sample (N = 1729)

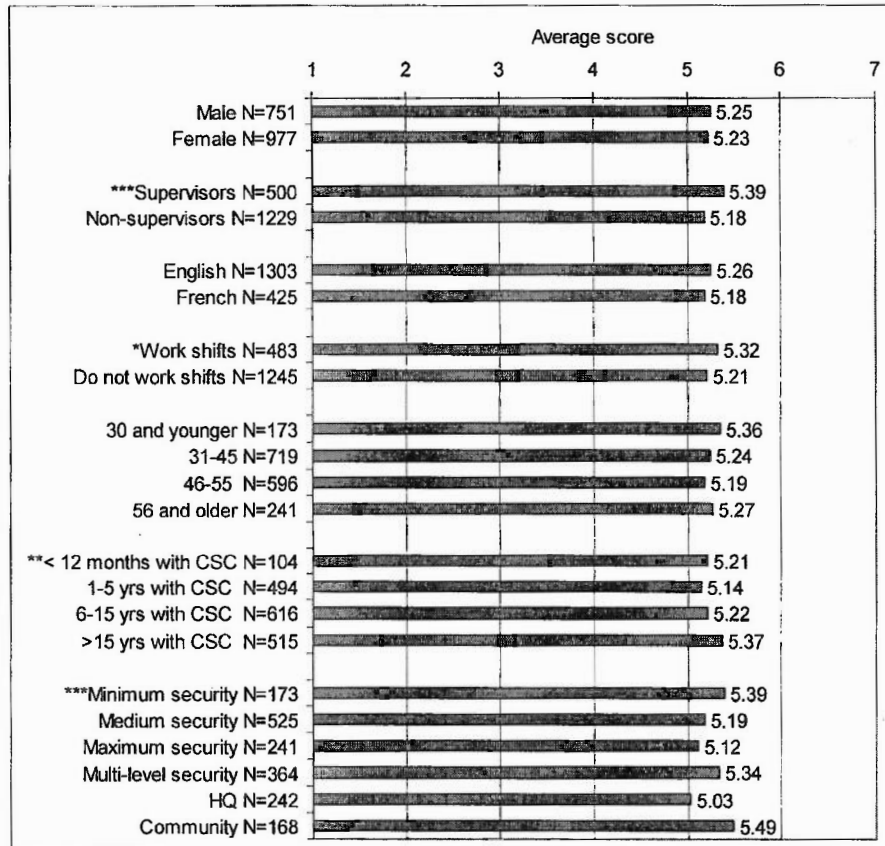


Not all respondent groups held the same opinions regarding treatment of offenders (see Figure 19). Supervisors were more likely than non-supervisors to believe that offenders were treated adequately (5.39 vs. 5.18 respectively), and so did staff in community offices (5.49). **Treatment of offenders is the only aspect of the CSC ethical climate where opinions at headquarters and community offices differed significantly.** Although still quite positively minded, employees at headquarters were the least likely of all to feel that offenders were treated well (5.03). It is possible that those who deal with offenders directly on a daily basis have different standards regarding the adequate ways of treating offenders, or the headquarters staff can access a broader variety of information sources (e.g., data on grievances) and tend to generalize their findings.

A smaller, although statistically significant, difference in opinions could be observed based on shift-work. Opposite to other aspects of the ethical climate, treatment of offenders was viewed slightly more positively by shift workers (5.32 vs. 5.21 for non-shift workers). Another between-

group difference that digresses from the usual pattern was based on age. With respect to this issue, the most experienced respondents were the most positive (5.37 vs. 5.21, 5.14, and 5.22 for other groups).

Figure 19. Treatment of offenders – demographic differences



*differences among the groups of the particular demographic significant at $\alpha \leq .05$

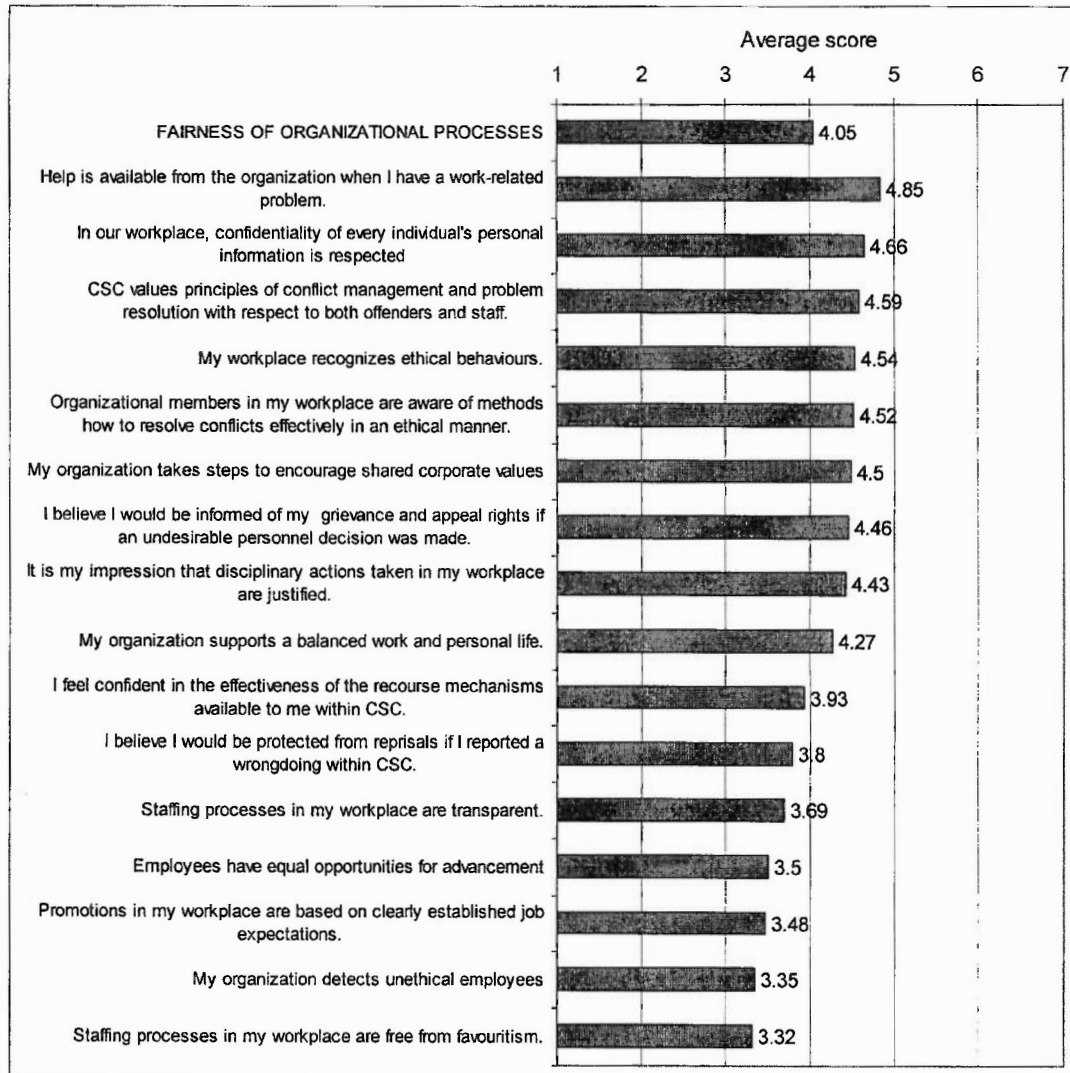
**differences among the groups of the particular demographic significant at $\alpha \leq .01$

***differences among the groups of the particular demographic significant at $\alpha \leq .001$

4.10. Fairness of organizational processes

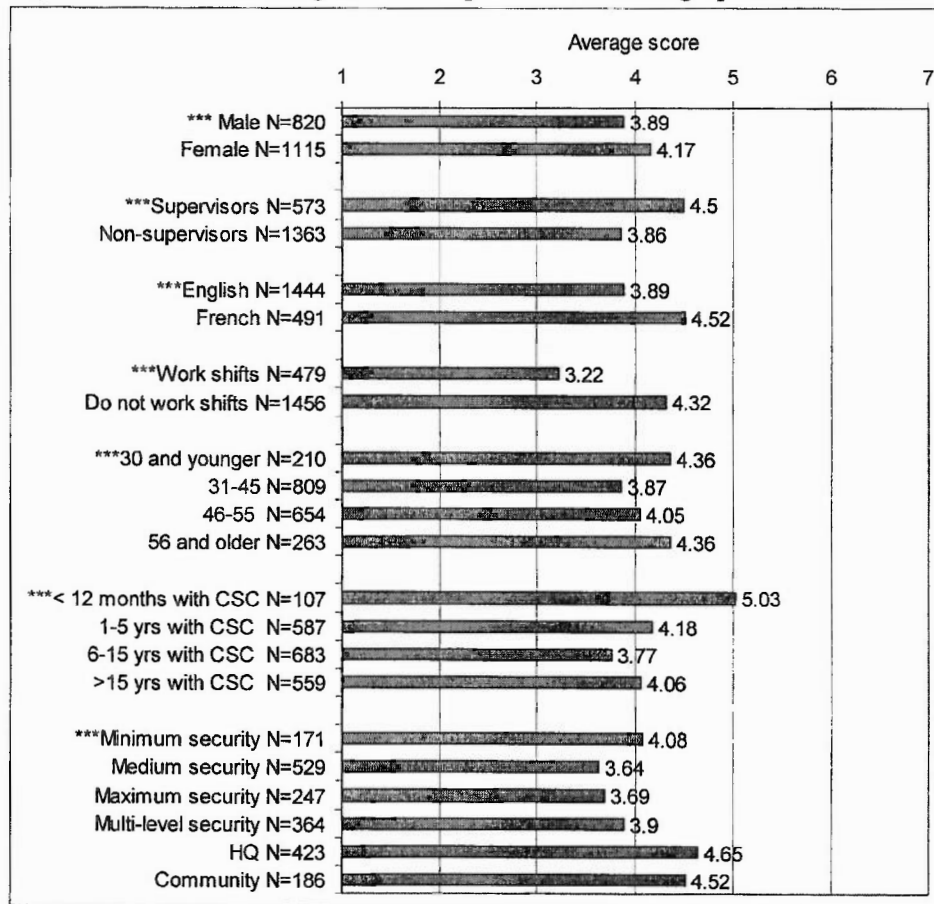
This survey theme includes 16 items and covers a range of organizational processes, the perceived fairness of which characterizes the ethical climate of the whole organization. **Rated at 4.05 overall, fairness of organizational processes was seen as the weakest aspect of the CSC ethical climate and would require sustained attention.** Figure 20 shows that variability across perceptions of individual items here is broader than for other themes. The only aspect which was rated close to the positive mark was help with work-related problems available to employees from the organization (4.85). Most critical respondents focused on HR practices: lack of transparency and favouritism in staffing (3.69 and 3.32 respectively), as well as limited advancement opportunities and promotions (3.5 and 3.48 respectively).

Figure 20. Fairness of organizational processes in the total sample (N = 1936)



A similarly rated area pertains to dealing with unethical behaviours. Respondents were not very sure the organization had a practice of detecting unethical employees (3.35), and they did not believe strongly that they would be protected from reprisal if they reported such behaviours (3.8). They were not very confident in the effectiveness of recourse mechanisms available to them either (3.93). Nevertheless, respondents were more likely to admit that ethical behaviours were recognized in their workplace (4.54). Other processes were rated between the neutral midpoint and a positive mark. Overall, respondents felt the organization allowed some work-life balance (4.27), encouraged shared corporate values (4.5), and respected confidentiality of personal information (4.66). Further, it was acknowledged that to some extent, CSC valued principles of conflict management (4.59), and many staff members in the organization were aware of its methods (4.52). Finally, respondents had some confidence that disciplinary actions were usually justified (4.43) and they would be informed of their grievance and appeal rights if an undesirable personnel decision was made (4.46).

Figure 21. Fairness of organizational processes – demographic differences



***differences among the groups of the particular demographic significant at $\alpha \leq .001$

There were notable demographic differences in the perception of organizational processes (see Figure 21). Similar to many other ethical climate aspects, processes were seen as more fair by women (4.17 vs. 3.89 for men), supervisors (4.5 vs. 3.86 for non-supervisors), French speaking employees (4.52 vs. 3.89 for the anglophones), non-shift workers (4.32 vs. 3.22), youngest and oldest employees (4.36 vs. 3.87 and 4.05 for other age groups), and those working at headquarters and community offices (4.65 and 4.52 respectively), but among institutions, those working at minimum security were more positive than others (4.08 vs. 3.64, 3.69, and 3.9 for other institutions). Also, similar to most other aspects, fairness was perceived in the same way by both men and women within groups of shift and non-shift workers when viewed separately.

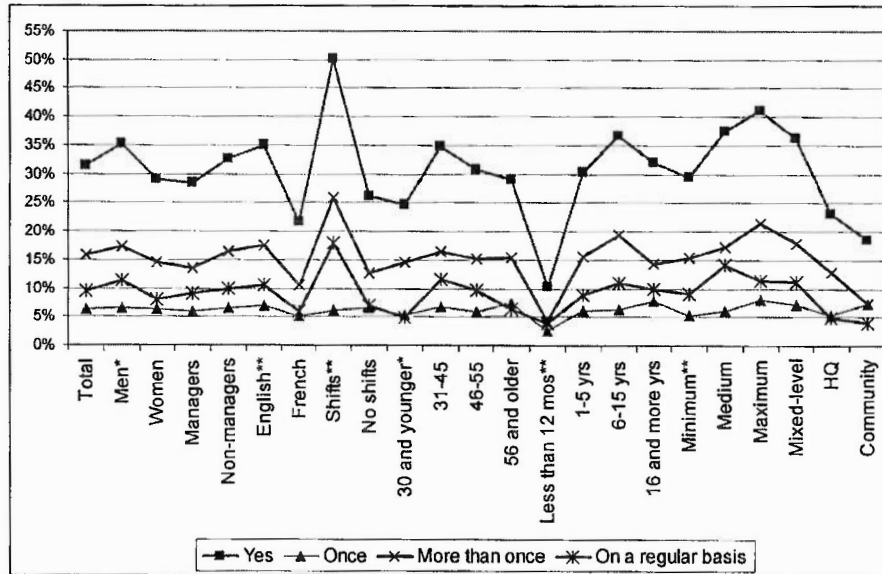
4.11. Unhealthy work environment

Unhealthy work environment can be described in terms of abuse-of-power, discrimination, harassment, and making employees feel uncomfortable and offended by inappropriate behaviours of others in the workplace.

4.11.1. Abuse of power

Abuse of power means improperly taking advantage of a position of authority to endanger an employee's job, undermine an employee's job performance, threaten an employee's livelihood or interfere with or influence his or her career.

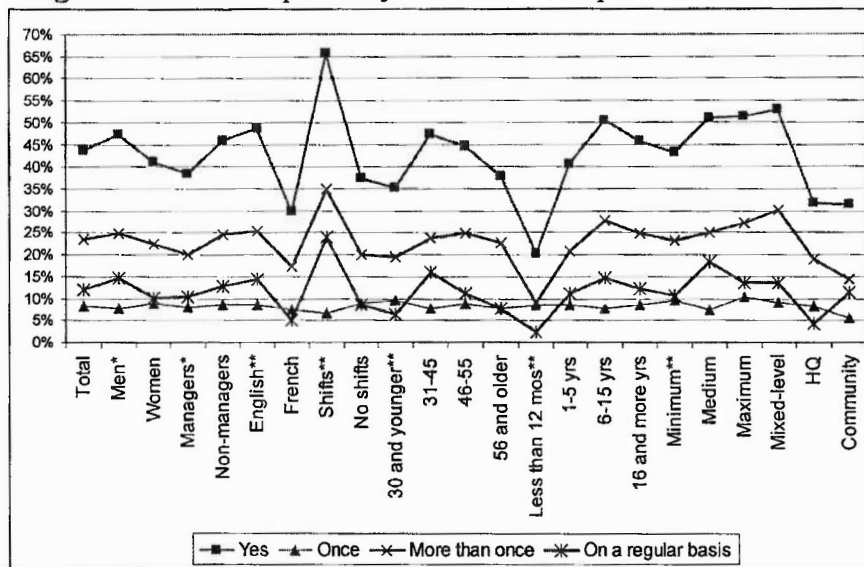
Figure 22. Abuse of power by the supervisor



Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.

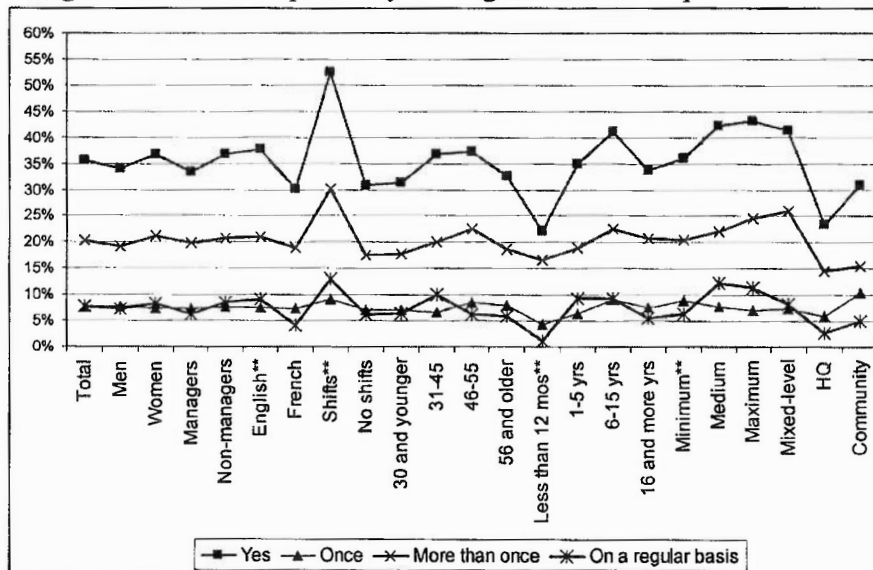
In this survey, respondents were asked if in the past year, they had experienced or observed abuse of power by their supervisor, others in senior positions, or their colleagues within the CSC. Overall, 31.5% reported abuse of power by their supervisor, 43.7% by others in senior positions, and 35.6% by their colleagues (see Figures 22, 23, 24). Most frequently, any type of abuse was experienced or observed more than once (15.7%, 23.4%, and 20.4% of the sample respectively), but there was also a group of respondents who reported abuse of power happening on a regular basis (9.4%, 12%, and 7.7% of the sample respectively). Furthermore, experiences of various demographic groups significantly differed in this respect.

Figure 23. Abuse of power by others in senior positions



Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.

Figure 24. Abuse of power by colleagues in the workplace



Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.

The highest level of any abuse of power was reported by those employees who worked in shifts, but the lowest by those who have worked in the department for less than a year. In addition, anglophones were more likely than francophones to report any abuse of power, but staff working at headquarters and community offices were less likely to do so than those working in institutions. Abuse of power by supervisors and others in senior positions was reported by men to a higher degree than women and by employees aged 30 and younger to a lesser degree than by their older colleagues.

To gather the specifics on the types of behaviours involved, respondents were asked to provide examples of abuse of power they experienced or observed in their workplace. One fourth of all examples pertained to staffing situations. Respondents often felt that their career advancement was blocked because they did not receive information about such opportunities or learned about them only after the fact when somebody was hired without a fair competition. Many respondents blamed favouritism and bias in these decisions. As well, when employees applied, they felt the selection was made based on personal connections with the hiring manager rather than qualifications. Another large group of respondents identified perceived abuse of power as various types of verbal and non-verbal bullying from supervisors, senior management and senior peers.

An equally large group of respondents reported disrespect, disregard, ignoring, exclusion, belittling, and looking down on subordinates and colleagues. These behaviours were closely followed by three other categories of abuse of power. Management was observed inconsistently applying standards and requirements when some staff members received preferential treatment, but others were singled out for behaviours that were otherwise tolerated. Supervisors, especially in acting positions, and also senior staff members were reported as sometimes overstepping their authority and asking staff or junior peers to perform tasks that were not part of their job. Sometimes it was the job of the individuals who delegated duties to those lower in ranks. Staff members were also sometimes seen taking advantage of their control over resources or making decisions that were not theirs to make. The third group of abuse described management withholding support that could have made a difference to their subordinates. It was manifested as allowing bad situations to escalate, procrastinating over decisions and resolutions, creating obstacles, ignoring staff's needs, or not sharing relevant information.

Other more frequently mentioned types of abuse of power by superiors were: intolerance of diverse opinions and imposition of their own will in an authoritarian manner, disregard for rules, policies and even law, and placing unreasonable demands on staff. A significant number of respondents reported having observed their colleagues mistreating offenders.

4.11.2. Discrimination

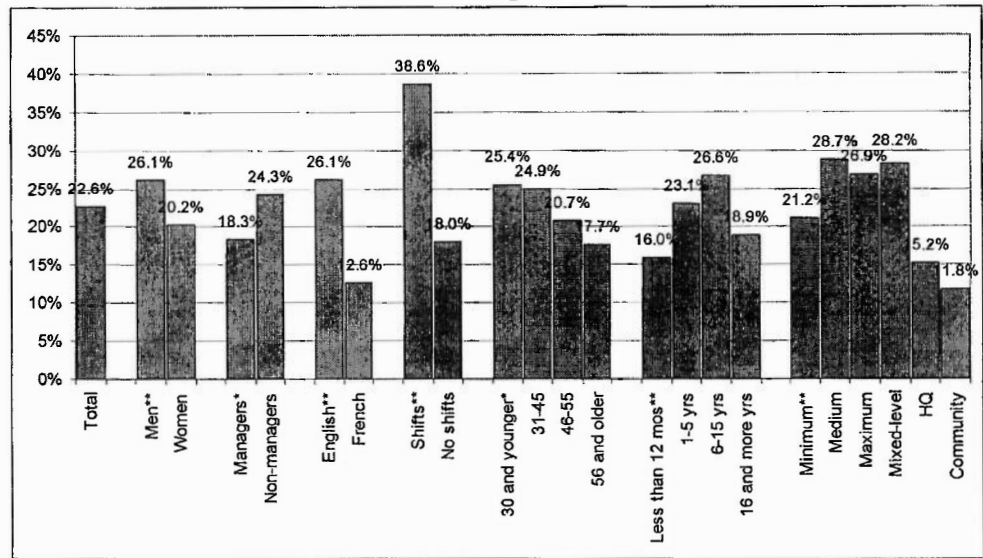
Discrimination means to treat someone differently or unfairly because of a personal characteristic or distinction which, whether intentional or not, imposes disadvantages not imposed upon others or which withholds or limits access to members of society. There are eleven prohibited grounds under the *Canadian Human Rights Act*: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, mental or physical disability and pardoned conviction.

Overall, 22.6% of survey respondents indicated they had been discriminated on at least one of the prohibited grounds in the past year (see Figure 25). This feeling, however, was not shared equally by all employee groups. The biggest difference can be observed between employees who work shifts and those who do not (38.6% versus 18%), but smaller albeit statistically significant differences were also reported by other demographic groups: men were more likely than women, non-managers more likely than managers, English speaking employees more likely than their French speaking colleagues, younger employees more likely than their older counterparts (aged 46+), those whose length of service was 6-15 years more likely than others, and staff at medium,



maximum and multi-level security institutions more likely than those at minimum security institutions, and especially those working at headquarters and community offices to report having been discriminated.

Figure 25. Proportion of the employees who within the past year were discriminated on at least one of the prohibited grounds

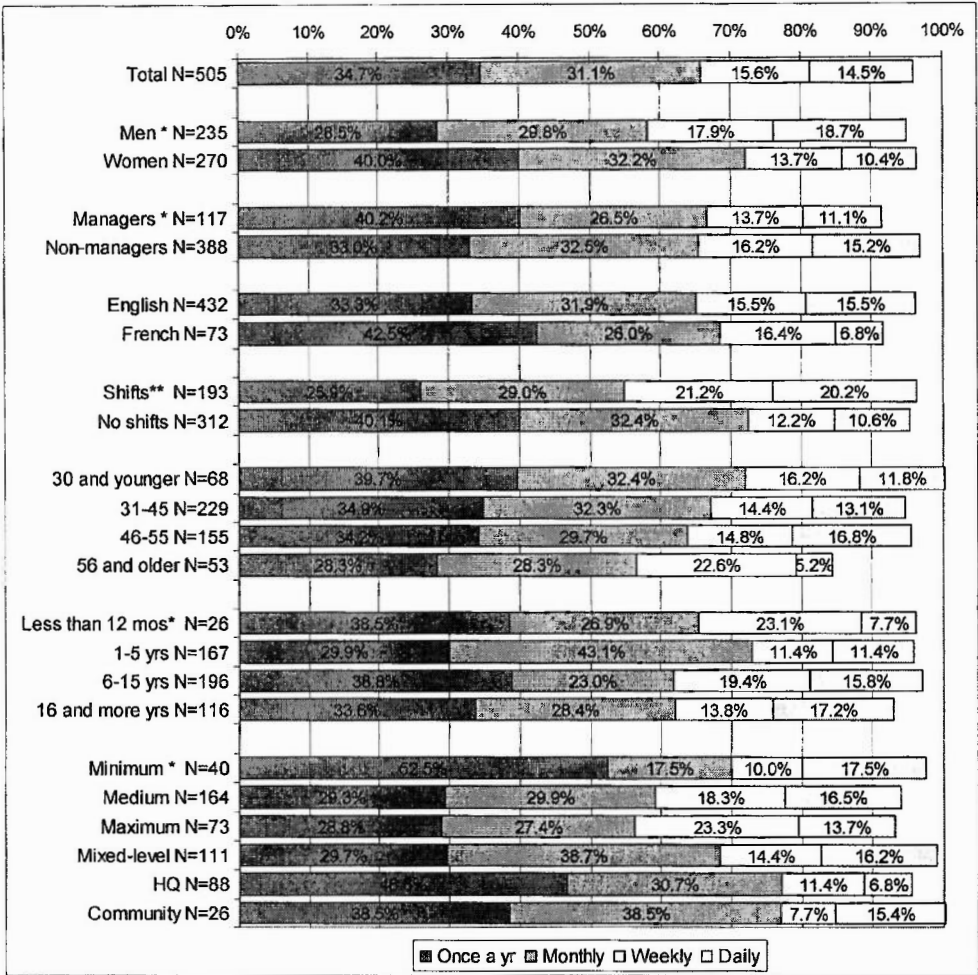


Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.

A better insight into unhealthy aspects of the work environment can be obtained by examining the intensity of discrimination (see Figure 26). Respondents were asked to indicate if in the past year, they had experienced discrimination once, monthly, weekly, or daily. Of the 22.6% of the sample (or 505 respondents) who reported having been discriminated on any number of prohibited grounds, about one-third said they were discriminated once on at least one of the reported grounds, another one-third – monthly, but the rest felt they were being discriminated weekly or daily (15.6% and 14.5% respectively).

It is worth noting that some employee groups felt they had been discriminated against more intensely than others. Shift workers were more likely than those who do not work shifts to indicate they felt discriminated on a weekly or daily basis. Also men more than women, and non-managers more than managers felt they were being discriminated against more frequently. Less experienced employees were more likely to report discrimination on a weekly basis (23.1%), but the most experienced ones on a daily basis (17.2%). Finally, all who work in institutions indicated that they had been discriminated more frequently than those who work in headquarters and community offices. However, there were also some differences among institutions based on security level. It seems discrimination was more prevalent in the maximum and medium security institutions where it was more frequently reported to be happening on a weekly and daily basis.

Figure 26. Frequency of discrimination on at least one of the prohibited grounds
(for those who reported being discriminated)

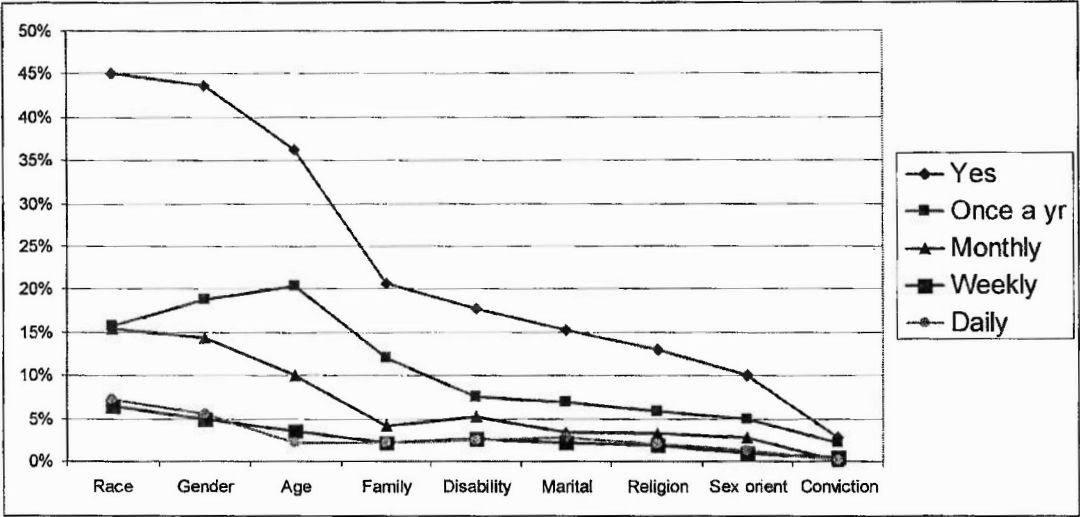


Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.
Some bars do not add up to 100% due to rounding and non-response.

Most often, discrimination occurred because of employees' race (45%), gender (43.6%), or age (36.3%), followed by other grounds in order of diminishing frequency: family status, disability, marital status, religion, sexual orientation and pardoned conviction (see Figure 27). Only a small proportion of these particular discrimination cases happened on a weekly or daily basis, but most respondents in this group had experienced discrimination once a year, and some – also on a monthly basis. There are some differences across employee groups in this respect which are not reflected on the graph. Based on their age, employees felt differently about ageism in the workplace. Those aged 31-55 mostly felt they were discriminated against because of their age once a year (66%); the youngest group was more likely than others to experience this type of discrimination every month (38%), but the oldest group was more likely to encounter ageism on a weekly basis (21%). Men were more likely than women to experience gender discrimination on a daily basis (22% vs. 5%).

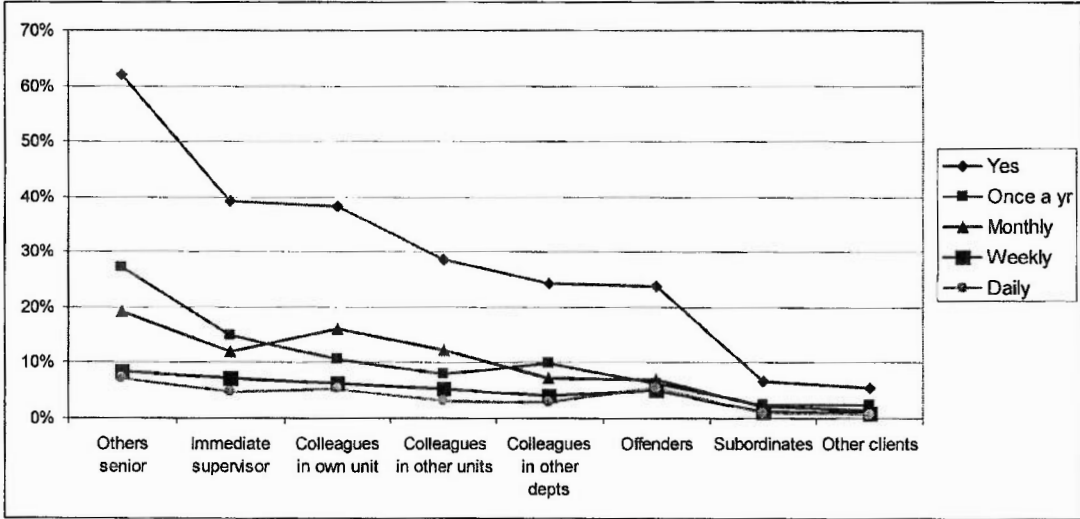


Figure 27. Frequency of discrimination on the prohibited grounds (for the total sample who reported being discriminated, N=505)



Next, respondents were asked about the source of discrimination. Most frequently, those who were reported to be engaging in discriminating practises were others senior to them in the department, including managers (62.1%) (see Figure 28).

Figure 28. Frequency of discrimination by source (for the total sample who reported being discriminated, N=505)



Other noteworthy sources were immediate supervisor (39.1%), colleagues in respondents' own unit (38.2%), other units (28.7%), other departments (24.2%), and offenders (23.8%). To a lesser extent, subordinates and other clients were reported to be engaging in discrimination. Mostly, respondents had experienced discrimination from these sources once a year, with the exception of colleagues in their own and other units who were more likely to discriminate on a monthly basis, apparently due to the close proximity in the workplace and daily interaction.

An important aspect of a healthy workplace is inclusion of everyone as equal regardless of their race, colour, gender, disability, or sexual orientation. When asked whether everyone was accepted as equal within CSC, the average rating was 5.13. Managers, women, francophones, those not working shifts, the most recent hires, and staff at headquarters and community offices were more likely to see their workplace as inclusive.

In their comments, respondents have elaborated on their experiences with respect to discrimination. Most frequently mentioned discrimination was the so called “reverse discrimination” when priority is given to visible minorities or women to the exclusion of white males. In addition, the bilingualism requirement was sometimes seen as a type of discrimination. Quite often respondents mentioned inappropriate remarks and jokes because of somebody’s faith, stature, physical characteristics or racial features. An equally common form of discrimination was nepotism, favouritism and preferential treatment in staffing decisions and task allocation. Respondents belonging to some ethnic groups reported they had experienced discrimination in career advancement opportunities. There have been instances when employees were denied training or promotion opportunities or have heard derogatory remarks based on their maturity and experience while some have experienced the opposite – being put down because of their youth. Quite a few employees reported being discriminated because of their family status and having small children. They felt a lack of support and lack of understanding of their family obligations. Most often, those respondents were women who also had encountered inferior treatment and sexist remarks because of their gender. Medical condition was another reason some respondents felt they had been the subject of discrimination.

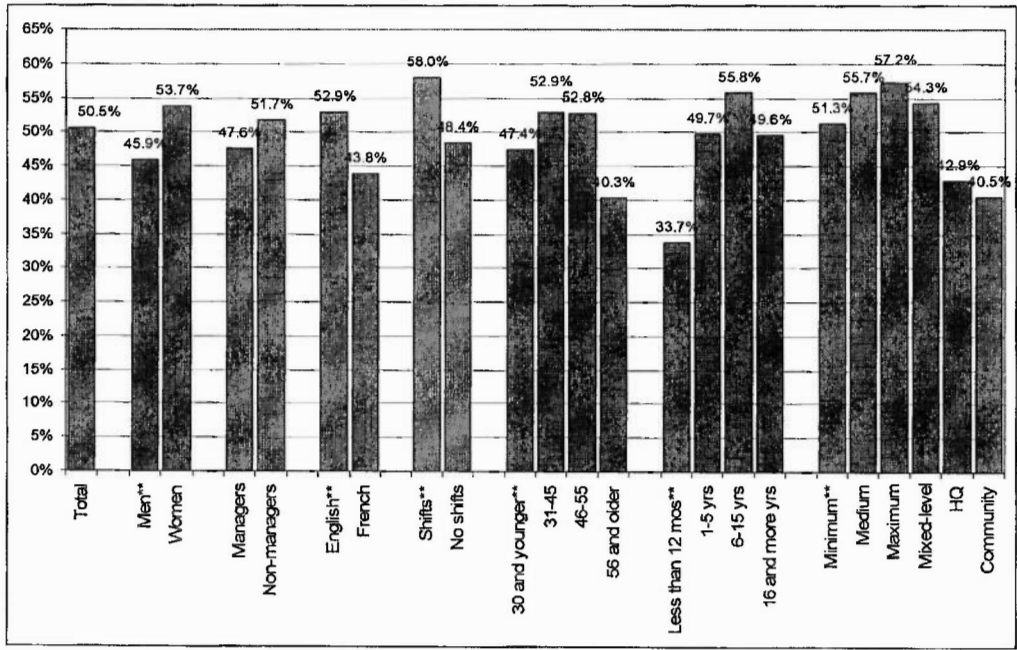
4.11.3. Harassment

Another characteristic of an unhealthy work environment is harassment. However, not every unpleasant situation in the workplace can be appropriately classified as such even if it creates embarrassment or is seen to be offensive. Therefore, this survey attempted to obtain concrete information about harassment-related behaviours as well as behaviours that made others feel uncomfortable or offended.

Inappropriate behaviours of others in the workplace have made 50.5% of all respondents feel uncomfortable and 50.1% of respondents offended (see Figures 29 and 30). It appears women, shift workers, employees who have worked at CSC for more than a year, and all those who work at institutions were more likely than their colleagues to experience uncomfortable and offensive situations. Also, English-speaking employees have felt uncomfortable more often than their French-speaking counterparts, as have employees younger than 55. But non-managers to a higher degree than managers and employees aged 31-55 more likely than others reported having felt offended.

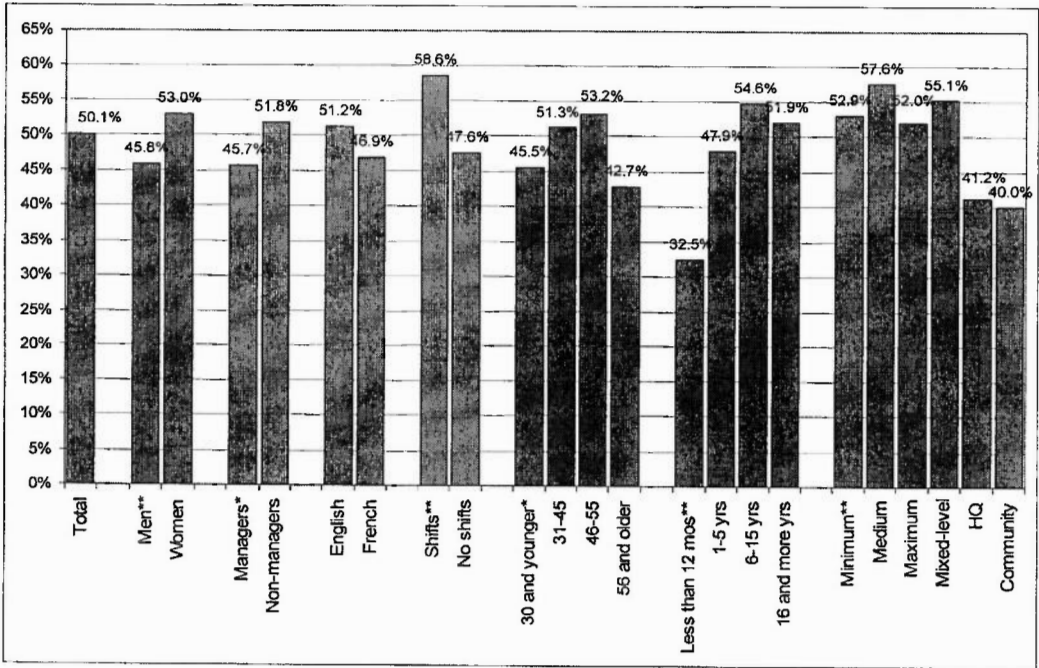


Figure 29. Proportion of employees who have felt uncomfortable because of inappropriate behaviours by others in the workplace



Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.

Figure 30. Proportion of employees who have felt offended by the behaviours of others in the workplace

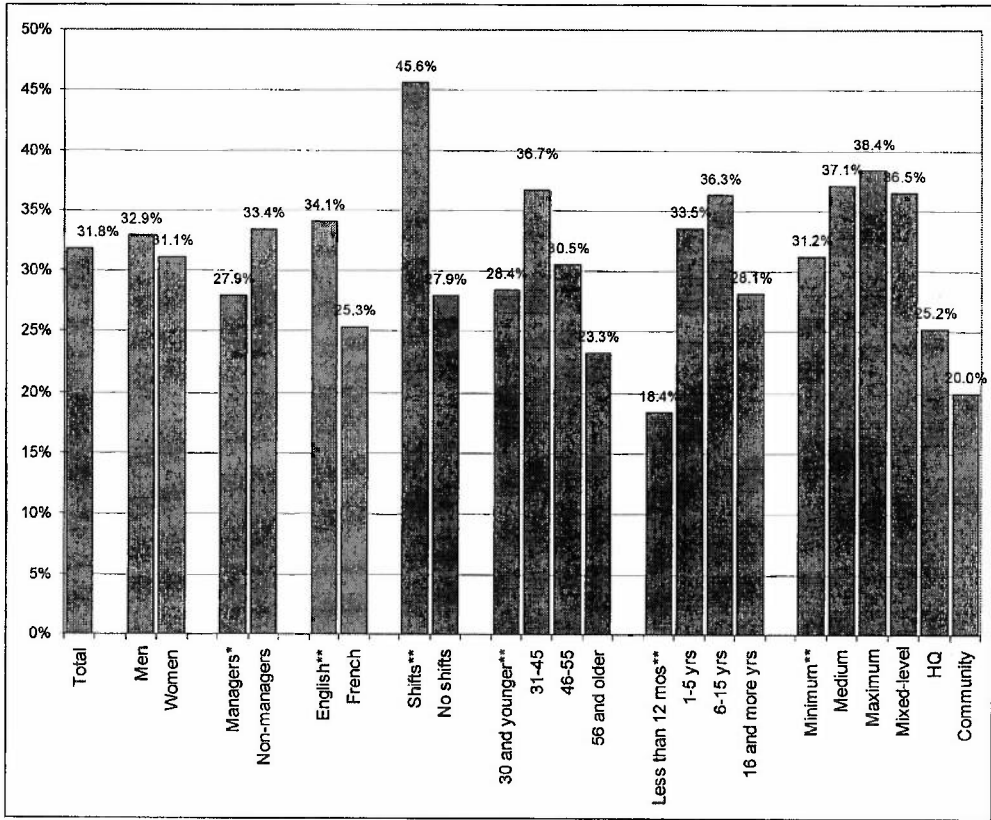


Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.

Comments allow a better understanding of situations that have made respondents feel uncomfortable and offended. There is a wide range of such situations, and it appears that similar things made people feel uncomfortable and could offend them. The most unpleasant were situations when employees had to listen to condescending remarks and inappropriate jokes with racial or sexual connotations based on somebody’s faith, stature, physical characteristics, and other prohibited grounds of discrimination. Inappropriate language and conversations (such as swearing and using lewd vocabulary) made respondents uncomfortable and offended.

Respondents felt equally uncomfortable and offended when treated discourteously and in an uncivil manner by co-workers. Others observed poor treatment of other staff members (including bullying, belittling, yelling, excluding from activities, criticizing others in public, disclosing private information). Arrogant, disrespectful and demeaning attitudes from managers and their abuse of power were also reported (such as bullying, ignoring, using offensive language or demeaning tone of voice, discussing staff’s private matters in public, preferential treatment). Quite a few respondents noted rude and disrespectful treatment of offenders, staff members misusing corporate resources, gossiping, and managers failing to hold staff accountable for unethical behaviours as well as failing to provide trustworthy recourse mechanisms.

Figure 31. Proportion of employees who in the past year have been harassed in the workplace



Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.

Respondents were made uncomfortable by inappropriate behaviours of co-workers such as unnecessary physical contact and disrespecting their personal space. Others reported being exposed to private conversations and being questioned in relation to private matters. On the other hand, respondents were more likely to feel offended than uncomfortable by certain co-workers' behaviours that made their work and life at work difficult: not doing their job properly, demonstrating a poor work ethic, ignoring safety rules, refusing to help, and abusing authority.

Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat. It includes harassment within the meaning of the *Canadian Human Rights Act*.

Based on the definition of harassment, 31.8% of the sample reported having been harassed in the workplace in the past year (see Figure 31). The smaller size of this group compared to those who reported having felt uncomfortable and offended justifies the distinction among these concepts in the survey. The highest degree of harassment was experienced by shift workers (45.6% versus 27.9% of those who do not work in shifts). Non-managers, anglophones, employees aged 31-45, those who have worked for CSC for more than a year, and those who are employed at institutions reported more harassment than their colleagues.

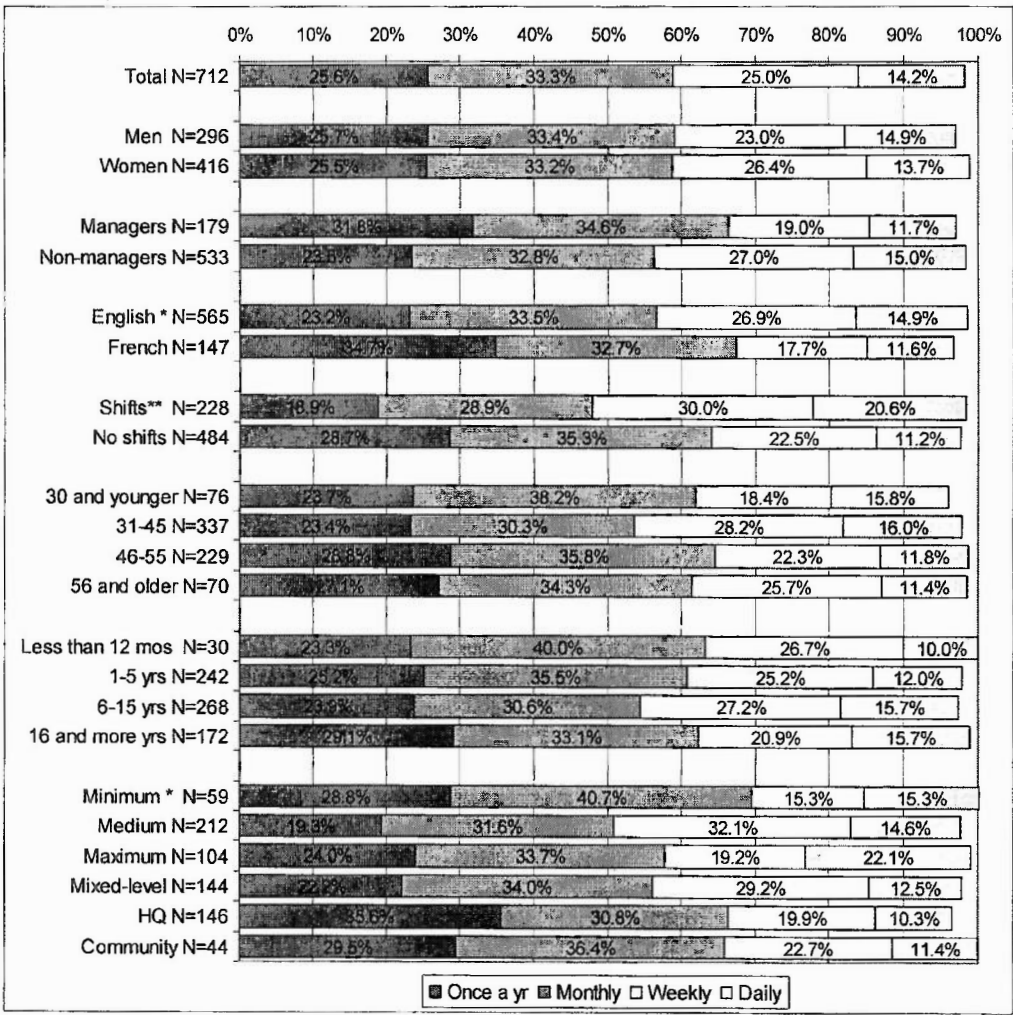
Respondents were asked to indicate the frequency of nine types of harassment. Most respondents who admitted having been harassed in the past year indicated several types of harassment that had happened to them. Intensity of these types varied. Overall, 14.2% of those who have felt harassed in the past year reported that at least one type of harassment had been happening on a daily basis (even if several types applied at various intensity levels), 25% reported that at least one type of harassment happened every week, 33.3% felt harassed on a monthly basis, and 25.6% - once a year (see Figure 32). For some demographic groups, the work environment seemed less healthy than for others: shift workers, anglophones, and employees at medium, maximum and multi-level security institutions reported more frequent harassment than their colleagues.

A review of the frequency of each type of harassment (see Figure 33) shows that CSC employees had experienced all of them in the following order of diminishing frequency:

- statements damaging to people's reputation (62.7%)
- serious or repeated rude, degrading, or offensive remarks, such as teasing about somebody's physical characteristics or appearance, put-downs or insults, belittling (52.9%)
- criticism in public (48.1%)
- exclusion from group activities or assignments (43.9%)
- threats, being shouted at, intimidation or retaliation, including those against employees who have expressed concerns about perceived unethical or illegal workplace behaviours (41.1%)
- repeatedly being singled out for meaningless or dirty jobs that are not part of employees' normal duties (26.4%)
- sexually suggestive behaviours, remarks or invitations (23.3%)
- a display of sexist, racist or other offensive pictures, posters, or sending e-mails related to one of the eleven grounds prohibited under the *Canadian Human Rights Act* (21.5%)
- physical contact such as touching or pinching (9.6%).

In addition, 10.8% of those having been harassed indicated other types of harassment. Most frequently those were: denial of professional growth opportunities, inconsistent application of rules and standards, and spreading false information.

Figure 32. Frequency of at least one type of harassment (for those who reported being harassed)



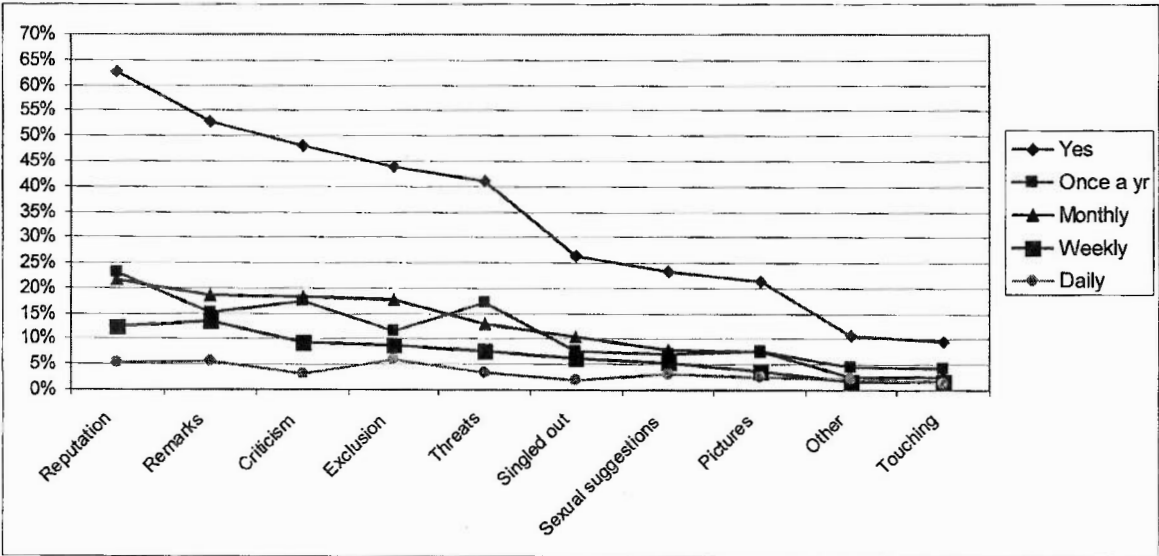
Between-group differences statistically significant at * $\alpha < 0.05$ and ** $\alpha < 0.001$.
Some bars do not add up to 100% due to rounding and non-response.

A small proportion of respondents had experienced each type of harassment on a daily (up to 5.4%) or weekly (up to 13.6%) basis. For the most part, harassment had happened once a year (reported by up to 23.1% of respondents), but also monthly occurrences were quite prevalent (up to 21.7%), especially of statements damaging to reputation, rude, degrading or offensive remarks, criticism in public, and exclusion from group activities – treatment apparently received from peers or immediate supervisors. In addition, there was a tendency for shift workers to experience all types of harassment more on weekly and daily basis while more of those who do not work shifts reported having been harassed once a year. Also non-managers were more likely than managers



to experience rude remarks and to be singled out for less desirable jobs on a monthly or weekly basis, and anglophones experienced sexually suggestive behaviours, remarks or invitations on monthly or weekly basis to a greater extent than francophones (not shown on the graph).

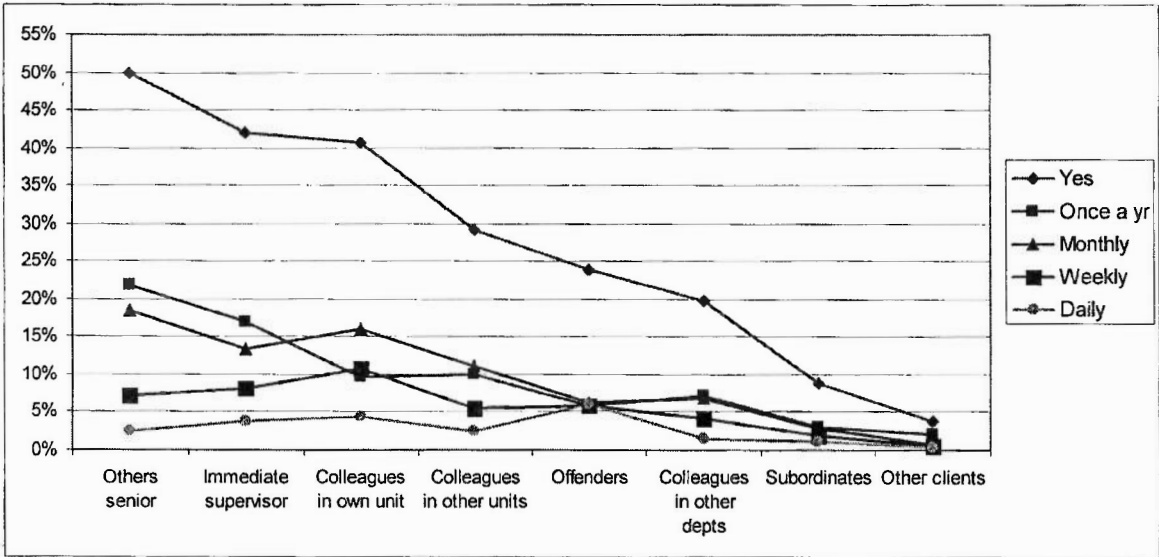
Figure 33. Frequency of types of harassment (for the total sample who reported being harassed, N=712).



When asked from whom the harassing behaviours came, half of respondents indicated others senior to them in the department, followed by immediate supervisors (42%) and colleagues in respondents' own units (40.7%) (see Figure 34). To a lesser degree, those were also colleagues in other units (29.2%), departments (19.7%), offenders (23.9%), subordinates (8.8%), and other clients (3.8%). Daily harassment coming from any source was experienced by the smallest proportion of respondents (the highest occurrence was 6% coming from offenders). Most prevalent were instances taking place once a year, but colleagues in respondents' own units were more often reported as harassers on a monthly and weekly basis (16% and 10.7% respectively). Although not shown on the graph, compared to employees not working in shifts, shift workers reported slightly higher levels of harassment from colleagues in their own and other units as well as others senior to them, but they reported a notably higher level of harassment from offenders.



Figure 34. Frequency of sources of harassment (for the total sample who reported being harassed, N=712).



Sometimes employees personally might not be harassed, but they reported having witnessed such situations happening to others in the workplace. Seeing others being harassed lowers morale and creates an unhealthy work environment. 60.3% of respondents stated they had witnessed harassment within CSC: 23.8% of all respondents saw it once a year, 21% monthly, 10.6% weekly, and 4.7% daily. Non-managers, anglophones, shift workers, those aged 31-45, those who have worked at CSC for more than a year, and staff at institutions, especially medium, maximum and multi-level security levels, reported having observed harassment more often than their counterparts.

When asked to provide examples of harassment that respondents had experienced or witnessed, two types of situations prevailed: 1) supervisors' demeaning behaviours toward staff including bullying, threats, belittling, exclusion, blocking advancement, preferential treatment, unfair evaluations, criticism in public, and micro-management; and 2) condescending treatment by peers including yelling, belittling, bullying, making fun of others and picking on them, exclusion, criticising in public, and disrespecting others' privacy.

A large number of respondents also pointed out insulting comments and jokes based on gender, ethnicity, race, age, physical characteristics and appearance. This was followed by sexually suggestive remarks and invitations, gossiping and spreading false information and accusations, being denied advancement opportunities (also due to preferential treatment) and lack of appreciation, retaliation and intimidation from managers (also for reporting or pointing out unethical behaviours in the workplace), and staff members using inappropriate language (such as name calling and rude remarks). Among less frequently mentioned harassment situations were supervisors assigning tasks based on preferential treatment, and their abuse of power, as well as employees' degrading comments about their superiors. Some respondents mentioned condescending treatment of offenders, co-workers sabotaging others' work, and abusive language by offenders.

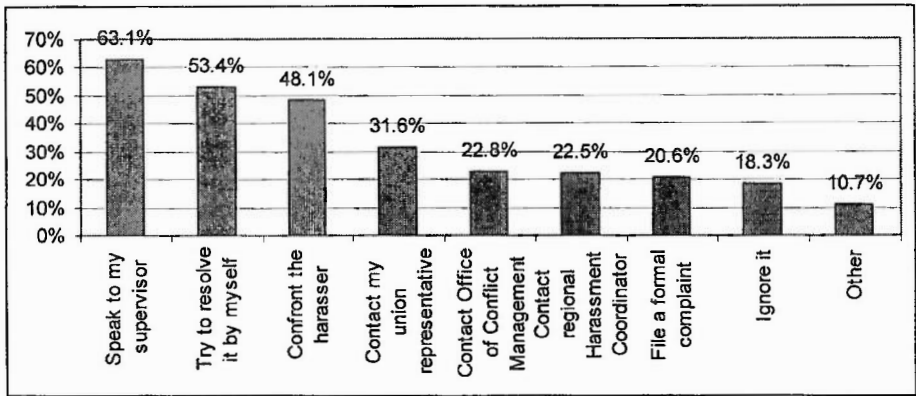
From the examples, there is a certain degree of overlap between situations were perceived as harassment and those that made respondents feel uncomfortable or offended. This suggests that people's sensitivity to unhealthy workplace behaviours varies, and that there is a very fine line between co-workers' and managers' behaviours that are merely uncomfortable and those that are felt as harassment and might be formally reported. Therefore, it is important for individuals and the organization to identify any potentially unhealthy behaviours and address them before they escalate. Quite a few staff members did not have much faith in the organization's ability to deal with harassment. They felt harassment was not taken seriously by management and was often minimized or covered up. In addition, employees were often afraid to submit harassment claims for fear of reprisal.

When harassment has happened, it is important that employees know how to deal with it. 63.1% of respondents indicated they would talk to their supervisors first, 53.4% indicated they would try to resolve the situation themselves, and 48.1% would confront the harasser (see Figure 35). Smaller proportions of the sample would contact their union representative (31.6%), the Office of Conflict Management (22.8%) or the regional anti-harassment coordinator (22.5%), file a formal complaint (20.6%) or simply ignore the harassment (18.3%). Those who would prefer to ignore the situation commented they would do so for fear of retaliation or because complaining was futile. Some respondents (10.7%) suggested other ways of dealing with such situations. Most frequently they would speak to management above the immediate supervisor and colleagues. Some respondents would speak to a lawyer, chaplain, doctor, contact the Human Rights office, Employee Assistance Program, or police. A group of respondents would either resign or seek a transfer, but others would document the incidents to gather evidence for future use. Quite a large group said it depends on the severity of the incident and who the harasser is. A few suggested counter-harassing. Finally, those who had witnessed harassment would show their support to the victim and advise him/her to seek justice.

Some employee groups differed slightly in their preferred methods of dealing with harassment:

- the following would speak to their supervisor and contact the Office of Conflict Management: women more likely than men, managers more likely than non-managers, employees not working shifts more likely than shift workers, francophones more likely than anglophones, and staff at headquarters and community offices more likely than those working at institutions;
- staff at the minimum security institutions would also speak to their supervisor;
- managers, those not working shifts, and staff at headquarters and community offices would also be more likely to contact the regional anti-harassment coordinator;
- non-managers, shift workers, anglophones, the youngest employees, and staff at maximum security institutions would simply ignore the situation;
- the preferred method of anglophones, shift workers and the youngest employees would be try and resolve the situation by themselves.

Figure 35. Dealing with harassment



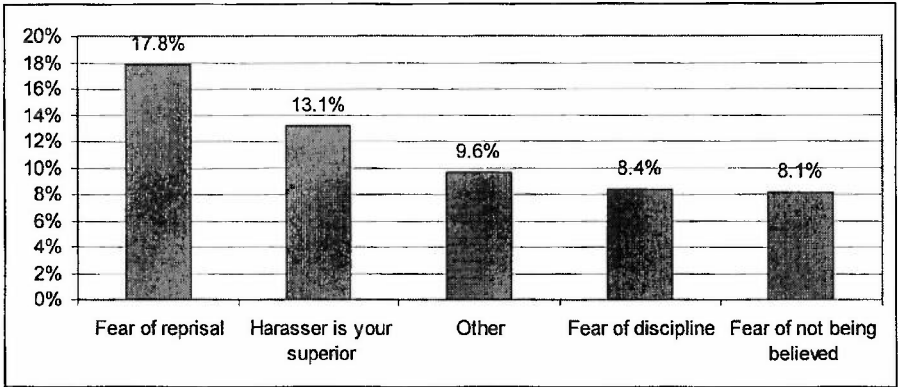
Overall, 27% (or 603) of all respondents admitted they have not reported instances of harassment (see Figure 36). Most frequently the reason has been fear of reprisal (17.8%) and the harasser being one’s supervisor (13.1%). However, there are some between-group differences in reasons for not reporting harassment (not shown on the graph):

- shift workers were more likely than those not working in shifts to admit they did not report harassment due to all the given reasons;
- non-managers exhibited the same pattern as shift workers except for the harasser being one’s supervisor where they did not differ from managers;
- anglophones were more likely than francophones to give all the reasons except fear of not being believed;
- employees aged 31-45 were more likely than others to give all the reasons except fear of discipline;
- employees with length of service of 6-15 years were more likely than others to say that fear of reprisal and harasser being their supervisor were the reasons not to report harassment;
- staff working at headquarters and community offices were less likely than those working at institutions to indicate all the given reasons.

Among other reasons for not reporting harassment for a large part of respondents was that nothing would be done about it, so there was no point in reporting. Many believed the harasser would be protected. Quite a few mentioned the cultural norms in their workplace that turned against those who reported harassment such as code of silence, calling individuals “rats” and “troublemakers”. A number of respondents did not report incidents because they resolved them on their own by speaking with or “confronting” the harasser. Others felt it was not worth it or would make things only worse. There was a small group of respondents who considered harassment came with the territory.

77.1% of all respondents reported having received training on harassment awareness, but some groups have been exposed to this training more than others.

Figure 36. Reasons for not having reported harassment



Women reported having experienced it more than men (79% versus 74%), managers more than non-managers (85% versus 74%), anglophones more than francophones (79% versus 72%), non-shift workers more than those who work in shifts (81% versus 62.6%), older employees more than their younger colleagues (77% of those aged 31-45, 81% of 46-55 group, and 85% of those 56 and older versus 58% of those 30 and younger), more experienced employees more than those newly hired at CSC (73% of those who have worked in the department for 1-5 years, 82% of those with 6-15 years of service, 87% of the most experienced employees versus 38% of the recent hires over the last year), and employees in headquarters and community offices more than those working at institutions (74% at minimum security institutions, 72% at medium security institutions, 70.5% at maximum security institutions, 77% at multi-level institutions versus 81% at headquarters and 88% in the community offices).

These results suggest that certain groups of employees should be encouraged to participate in harassment awareness training. There is a statistically significant positive association between training and the formal ways of dealing with harassment if it has happened. Obviously, training has raised employees' awareness of such options. Groups who had received less training (i.e., men, non-managers, shift workers, younger employees, and employees in institutions) also reported less reliance on such strategies as seeking assistance from the Office of Conflict Management and contacting the regional anti-harassment coordinator. Consequently, training sessions might raise participants' awareness of options at their disposal. On the other hand, training had no impact on employees' unwillingness to report instances of harassment.

It appears CSC employees might apply the principles learned during harassment awareness training in their daily work to a higher extent than they do now. Overall, application of these principles was rated at 4.56 (on the scale from 1 to 7), which is just slightly above the neutral midpoint. Managers, francophones, non-shift workers, the youngest and least experienced employees, and staff at headquarters and community offices were somewhat more positive in believing that training lessons were applied in practice. In addition, beliefs of those who had participated in training did not differ from beliefs of those who had not.

When respondents were asked if there was anything more to be done to reduce harassment in the workplace, the most frequently given suggestion was to educate both staff and management on what is and is not harassment, subtler and less obvious forms of harassment, and ways of dealing with it. They suggested that harassment awareness sessions, values and ethics awareness sessions,

and regular refresher courses should be offered to all staff. Training might also include team building, anger management, and effective communication among other tools. Formal training should be supplemented with regular reminders in the form of posters, a special intranet page, or all-staff email messages from senior management about a harassment-free workplace and widely available recourse mechanisms.

The second most frequent suggestion dealt with the need to increase accountability of organizational members at all levels. Supervisors should hold their staff accountable, and higher level management should do the same with respect to their reports. This could be achieved through introducing a “zero-tolerance” policy for unacceptable behaviours, demanding that everyone follows the rules, and performing regular assessments including 360° appraisals. In addition, more oversight was suggested for senior management who have to support managers’ and supervisors’ actions to fight harassment. Besides, it was suggested that offenders need to be more consistently held accountable for their behaviours.

Accountability can be strengthened by management dealing with harassment situations in a timely manner rather than ignoring, minimizing or covering them up, or delaying their resolution. It was also suggested that the Department should work more with the harassers: start with counselling them and proceed with creating consequences, applying discipline consistently, and removing them from their positions if nothing else works rather than protecting them. Furthermore, respondents felt the Department should be more selective in staffing decisions. For example, hire and promote to managerial positions only those individuals who care about the well-being of their staff rather than just getting things done, demote those managers who cannot manage staff who harass their colleagues or who themselves engage in such behaviours, and apply more stringent background check criteria when hiring staff.

A large group of respondents called for more fundamental solutions to unhealthy workplace practices. They suggested creating an environment that would prevent harassment from happening in the first place. This could be achieved by changing the whole “prison culture”: learning to treat each other respectfully, having courage to stand up to harassers, increasing mutual understanding and appreciation across various occupational groups, improving communication among staff and between staff and management, and managers being aware of the relationships and interactions within their units and addressing inappropriate behaviours. Managers themselves should remind others constantly about the guiding values and ethical principles, “walk the talk” and act as role models for ethical behaviours. Moreover, several respondents pointed out that in organizations that support and appreciate their employees, encourage informal conflict management, build trust, and enforce high work standards, employees are less likely to engage in harassment. But if harassment has occurred, there should be a safe environment for reporting such instances including confidentiality, neutral (or possibly external) entities to review the claims, no reprisals, and reduced bureaucratic obstacles.

4.12. Relationships among various survey items

4.12.1. Impact of demographic differences

As reported in the above sections, perception of ethical climate was strongly affected by the demographic group an individual belonged to. The results show that overall, women, supervisors, French speaking employees, those who do not work in shifts, youngest and least experienced employees, and staff at headquarters and community offices were more likely to see the organization in a more positive light. Among the institution staff, those working at the minimum security level were more positive than others. Impact of age was not linear. On many occasions, not only the youngest, but also the oldest respondents were more positive about the ethical climate. 31-45-year olds mostly perceived the climate less positively than others.

Shift work, however, had the strongest impact on the perception of all ethical climate aspects. Very often, this demographic variable superseded the impact of gender differences. When controlled for shift work, gender differences often disappeared although they were significant when analyzed in isolation. The impact of shifts on gender differences can also be explained by the gender representation in certain types of jobs. In the sample, 63.4% of shift workers were men, 36.6% - women. Among non-shift workers, 33.6% were men and 66.4% were women. Even when there were no gender differences, shift differences were always present. The only aspects that were perceived differently by men and women after controlling for shift work, were Overall Ethical Climate (within non-shift workers) and Awareness of Values (within shift workers). Interestingly, gender differences surfaced in the perception of Organizational Citizenship Behaviours only after shift work was considered, a trend opposite to what has been observed in other cases. Moreover, this was the only aspect where men were more likely than women to hold positive views, that is, perceive their peers as good organizational citizens.

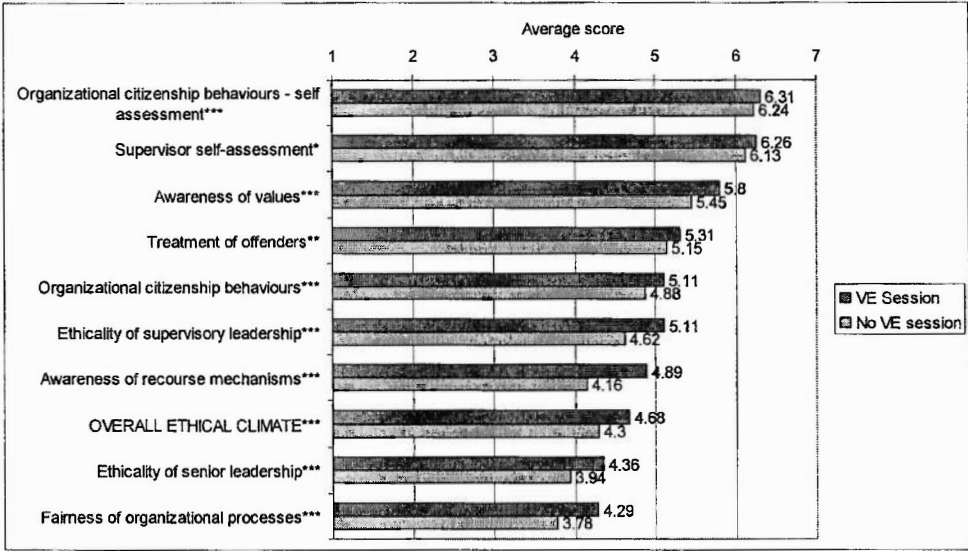
4.12.2. Impact of values and ethics awareness sessions

One of the services VICM offers to all employees is values and ethics workshops. Over the past three years, 52.5% of the respondents have received this training. Apart from younger and less experienced employees who obviously might not have managed to participate in a session as well as non-managers, shift workers have received less values and ethics awareness training than those who do not work shifts (41% versus 56%).

Figure 37 demonstrates that the values and ethics workshops taken during the past three years have affected not only the awareness of values and recourse mechanisms, but every single aspect of the perceived ethical climate within CSC. Also correlations between taking a session and each ethical climate aspect were all statistically significant, although not always very high. The strongest correlation was between sessions and awareness of recourse mechanisms (0.234, $p \leq 0.001$) that can be explained by the biggest difference in scores between those who had taken the session and those who had not. This finding is consistent with the results of the previous Ethical Climate Survey administered between 2007 and 2009 where those respondents who had taken an ethics workshop perceived all ethical climate aspects more positively than those who had not participated in this training.

It is also important to note that those who completed workshops on Values and Ethics generally perceived their colleagues and their supervisors and senior leaders in a more understanding or positive light than those who had not taken the sessions. This might be taken to mean that they had a greater appreciation of the challenges involved in doing the right thing and promoting understanding of difficult decisions and actions in the workplace.

Figure 37. Impact of values and ethics awareness sessions on the perception of ethical climate



- *differences among the groups of the particular demographic significant at $\alpha \leq .05$
- **differences among the groups of the particular demographic significant at $\alpha \leq .01$
- ***differences among the groups of the particular demographic significant at $\alpha \leq .001$

There is a strong and statistically significant association between taking this training and being aware of the existence of the VICM (correlation = 0.331, $p \leq 0.001$; lambda = .291, $p \leq 0.001$). In this survey, 67.7% of respondents reported they were aware of the branch. Moreover, 82.4% of those who had taken the training knew about the branch while just 51.4% of those who had not taken the training knew it. It is possible that some training participants chose to attend the session because they knew about VICM and its activities, while others might have learned about the branch as a result of the session. Managers, women, non-shift workers, older and more experienced employees, and staff working at headquarters were more aware of the branch than their colleagues. Therefore, more information about the branch and its services could be disseminated among men and employees who are not managers, work in shifts and institutions of all security levels, and are younger and less experienced.

4.12.3. Correlations among the ethical climate aspects

First and foremost, all survey themes were significantly correlated to the Overall Ethical Climate (see Table 2). As indicated in the Methods section, this means that they all measure the same thing, the overarching concept of ethical climate. Most strongly correlated themes were Ethicality of Senior Leadership, Fairness of Organizational Processes, Organizational Citizenship Behaviours, and Ethicality of Supervisors. In addition, strong correlations could be observed

among the themes themselves, especially Senior Leadership and Fairness, and self assessment of supervisors and all employees (including supervisors). Treatment of Offenders and both self assessment aspects, on the other hand, correlated with the Overall Ethical Climate and all other themes to a relatively lower (although still statistically significant) degree.

Table 2. Correlations among all ethical climate aspects

	Ethics	Sr Lead	Superv	Fairness	Offenders	Aware_val	Aware_rec	OCB	OCB-self
Ethics									
Sr Lead	.82								
Superv	.64	.70							
Fairness	.86	.91	.75						
Offenders	.31	.26	.24	.29					
Aware_val	.44	.43	.37	.46	.31				
Aware_rec	.46	.45	.37	.55	.30	.49			
OCB	.73	.60	.56	.68	.35	.39	.37		
OCB-self	.35	.32	.34	.34	.28	.57	.30	.37	
Superv-self	.35	.31	.31	.34	.44	.68	.44	.46	.89

	Abuse of power by supervisor	Abuse of power by others senior	Abuse of power by colleagues	Discrimi- nation*	Feeling un- comfortable*	Feeling offended*	Harass- ment*
Ethics	-.43	-.55	-.41	.34	.40	.41	.41

All coefficients significant at $\alpha \leq 0.001$

Aware_val = Awareness of values

Aware_rec = Awareness of recourse mechanisms

OCB = Organizational Citizenship Behaviours

* Correlations are positive because these items are coded as 1 for “yes” and 2 for “no”.

4.12.4. Ability of survey themes to predict the perceptions of ethical climate

Table 2 shows that all aspects of ethical climate correlate strongly not only with the Overall Ethical Climate, but also with Fairness. This suggests a possibility of Fairness to act as a mediator between perceptions of ethical climate and all its aspects. To test this proposition, first an ordinary regression analysis was run with Fairness as the dependent variable and all aspects as independent variables. Supervisor Self-assessment was excluded from the model since those items were filled out by a fraction of the sample. Items pertaining to unhealthy workplace practices (i.e., abuse of power, discrimination and harassment) were not included in this analysis due to the different data format and distribution. It turned out that Senior Leadership, Supervisory Leadership, Awareness of Recourse Mechanisms, and Organizational Citizenship Behaviours were significant predictors of the perceived Fairness of Organizational Processes at the significance level of $\alpha < .001$. Also the self assessment aspect was statistically significant at $\alpha = .004$ but its coefficient was negative and very low (beta = $-.033$) which in this case would be hard to interpret; therefore, its practical significance is questionable. It is possible that this aspect is biased due to the non-normal distribution of the data and interactions with other variables in the model.

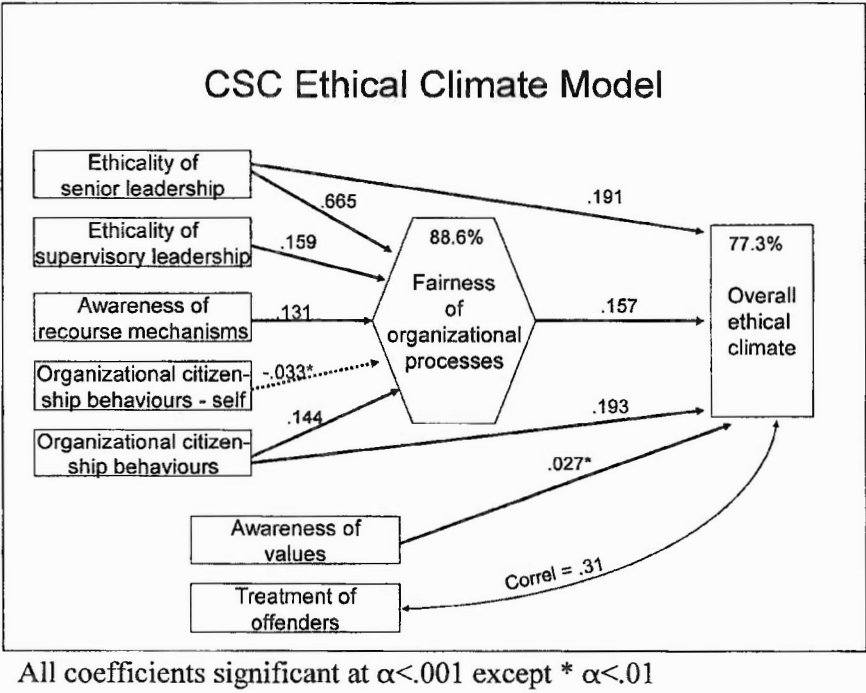
Then a ridge regression was run with all ethical climate aspects and interaction terms of Fairness with the above five aspects predicting Overall Ethical Climate. Interactions were included to control for the impact of Fairness and investigate whether any of the aspects can still directly

predict the ethical climate. Apart from Fairness, of the above five aspects, only Senior Leadership and Organizational Citizenship Behaviours significantly predicted Overall Ethical Climate (significance level of $\alpha < .001$) over and above their effect on the perceived fairness of organizational processes. Awareness of Values was a significant, although practically not a very strong predictor. Treatment of Offenders was not significant at all as a predictor within the given set of variables, but in isolation, it was still associated with the ethical climate (i.e., significant correlation).

As a result of this analysis, it can be seen that some aspects can directly influence the ethical climate, but others do it through their effect on Fairness (i.e., Fairness acts as a mediator). These relationships are depicted in an integrated model in Figure 38. The unidirectional arrows between two variables show the ability of one variable to predict the other. The number above the line is “beta weight” from the regression analysis output which shows the relative contribution of the variable in predicting the outcome. The bidirectional arrow between Treatment of Offenders and Ethical Climate indicates mutual relationship (correlation) rather than prediction. Percentages in the Fairness and Ethical Climate boxes show the amount of variance explained by the aspects that predict them.

Ultimately, all aspects but Treatment of Offenders and to some degree OCB self-assessment can be used to predict the ethical climate. All together, the aspects retained in the model explain 77.3% of the perception of ethical climate which means that this survey captures the essence of ethical climate very well leaving 23% to other factors outside this model. Also, perceived fairness of organizational processes is well explained by the given aspects which account for 88.6% of its variance.

Figure 38. Integrated model of ethical climate



5. Discussion of findings and their implications

One of the purposes for administering the survey was to test its validity and reliability after its structure was finalized. Through factor analysis, the survey was reduced by 35 items (i.e., from 169 to 134), which were reorganized into 11 new themes. The themes and the items representing them were found to be reliable. To some degree, validity was also established (i.e., ability of the themes to accurately measure what they set out to measure). The survey scales proved to have good construct validity, but their discriminant validity was less conclusive indicating strong interaction among items of some themes. This could introduce bias in regression analysis.

5.1. Perception of the overall ethical climate in the organization

Overall, CSC staff members' average rating of the ethical climate in the department indicates that there is a foundation to build on and also room for improvement. Respondents based their judgement on two things: organizational members' ability to act ethically and existing formal rules and structures that can encourage or prevent ethical behaviours. They were more hopeful regarding the former, implying that they expect the leadership to be decisive in shaping organizational processes in a way that allows or even demands ethical behaviours from everyone. The results of the present survey are comparable to those of the overall ethical climate assessment in the previous ECS (2007-2009). In addition, one item in ECS - "I have confidence in the integrity of my organization"- can be compared to a similar item in PSES - "I have confidence in the senior management of my department or agency." Converted to the same scale as ECS, its rating was 4.31 (vs. 4.41 in ECS).

The ECS was built to explore the factors leading to this overall perception of ethical climate in greater detail. The ranking of ethical climate themes in Figure 1 demonstrates that some elements were perceived more positively than others. While their own and also colleagues' behaviours, as well as organizational members' awareness of values and treatment of offenders were rated higher, fairness of organizational processes was less appreciated. Although the results presented in Figure 1 demonstrate more positive results for some themes than for others, not all contribute equally to the perception of ethical climate. As seen in the integrated model, the best results can be achieved when all themes operate together and reinforce each other. Knowing the relationships among all aspects and their relative contribution, CSC leaders and staff can plan and implement strategies more purposefully to enhance the strengths and target the weaknesses.

It appears that the most problematic ethical climate aspects that contribute most to the perception of the overall ethical climate are: fairness of organizational processes, senior leadership actions, and organizational citizenship behaviours of co-workers. Targeting these areas would improve the ethical climate most effectively. Fairness, in turn, depends on actions of senior leaders, supervisors, and co-workers, and everyone's knowledge of recourse mechanisms. Everyone therefore is responsible for the ethical climate in the organization by acting ethically and making ethical decisions whatever the scope of their job.

In relation to data on self-assessment, it is not entirely clear how one's opinion of one's self contributes to the perceived ethical climate. Its low weight and negative sign when predicting

fairness of organizational processes might result from unbalanced data distribution and undiscovered interactions among variables in the model. However, it might be speculated that the more organizational members tend to be critical of organizational processes, the more they view themselves as highly ethical individuals. The inverse might also be true: when employees are more self-critical, they are more tolerant of organizational processes. Clearly, as staff seek to live their values, they continuously evaluate their own efforts as well as those of others in ongoing communication with colleagues. The present survey is intended to support such ongoing dialogues within the Department.

In addition, in an ethical organization, staff awareness of values governing processes and people's actions is ultimately insufficient. Clearly communicated values and well understood actions are necessary for all members of an organization to appreciate the quality of their working environment in a realistic and positive manner. The organization should therefore continue educating its members about the values, but it is also important to focus on living the values in a consistent and well understood manner. No less important is developing mechanisms to challenge each other to improve over time (Trevino, Hartman & Brown, 2000).

Although the predictive power of perceptions of unhealthy work environments was not tested due to some data limitations, in isolation, these items significantly correlated with the overall ethical climate. This suggests that the organization's ethical climate can be improved by ensuring that nobody is abusing their power, engaging in discriminatory practices, or behaving in ways that make others feel uncomfortable, offended or harassed.

Finally, although respondents were somewhat positive about treatment of offenders, they did not associate it strongly with the ethical climate. This aspect possibly needs more exploration, particularly as the organization moves forward to implement new legislative measures.

5.2. Organizational citizenship behaviours

An organization's ethical climate is made up of many constituent parts. Apart from structures, formal and informal processes, and management styles, to a large extent, every employee contributes to it with their attitudes, beliefs, values, and actions. Consistent with the idea of followership (as opposed to leadership) (Chaleff, 2003; Gilbert & Hyde, 1988; Kanungo & Mendonca, 1996), this survey explored how the CSC community viewed ethicality of colleagues and themselves. Overall, respondents' opinions of others were somewhat positive. They appreciated that colleagues respected the organization's property, were helpful, shared relevant information, delivered on their promises, made ethical decisions, and contributed to building a healthy work environment. However, areas to improve stemmed from more deeply ingrained mindsets and personality characteristics which are less tangible and more difficult to address: trust among colleagues, sensitivity and consideration towards others. Changing these aspects might take more effort and time and yet such efforts are worthwhile as such citizenship behaviours are at the core of strong organizational performance and a quality work environment.

Citizenship behaviours contribute to workplace civility. A survey conducted in the USA found that 38% of workers admitted that workplaces have become less civil compared to just a few years ago, and social interactions were changing for the worse, including respect and courtesy (Kundu, 2012). The comments provided by the ECS respondents regarding unhealthy work environment raise similar concerns. In the previous ECS, "People in my workplace treat me with respect" was

rated considerably higher than “There is mutual respect among colleagues in my workplace” in this survey (5.36 in 2008 and 5.53 in 2009 vs. 4.59 in this survey). Conversely, a high correlation between “mutual respect among colleagues” and many other survey items (particularly those pertaining to the overall ethical climate, fairness, senior and supervisory leadership behaviours, and other organizational citizenship behaviours) show the value of this attitude in the workplace. Dissatisfaction with an uncivil work environment, on the other hand, often leads to decreased effort, poorer quality of work, and turnover (Spreitzer & Porath, 2012).

Respondents were of a higher opinion about their own citizenship behaviours. Numerous psychological studies give reasons for such a disconnect. On the one hand, people tend to adhere to socially desirable norms and portray themselves in a positive light because consciously or unconsciously, they want to create a more favourable impression of themselves (Chambers, 2008; Randall & Fernandes, 1991). Also, people are often biased (Shepperd et al., 2008). On the other hand, there are more “rational” reasons for assessing oneself more positively than others. Individuals need a healthy self-esteem and self-appreciation (Shepperd et al., 2008); they are increasingly more exposed to the information about how things should be and over time might not remember all the actual events (Adams et al., 1999); individuals have an in-depth knowledge about the reasons why they behaved one way or the other, while others are judged purely on their observable behaviours (Prentice, 1990); perceptions of bias in others and denial in self are part of human nature (Pronin et al., 2002).

These disparities in perceptions could serve as a basis for interesting and enlightening discussions in work groups and values and ethics workshops. Certainly, open communication is crucial to make the gap between “self” and “others” smaller. Given the lack of information about reasons behind others’ actions lead to superficial and often critical judgements, the better co-workers know each other and are willing to share their reasons, the closer the assessments of “self” versus “others” will become. This also implies the need to be genuinely interested in others and care about them, especially if one is a supervisor (Lencioni, 2007).

Some assessments of “self” versus “others” may have implications for action. One of the biggest gaps concerned innovative suggestions that organizational members offer to improve the workplace. While many thought they were actively offering suggestions, others apparently were not aware of their colleagues’ endeavours. This may mean that employees need to be more vocal in promoting their innovative ideas, and management and co-workers have to be more receptive and supportive of such employees, thereby creating an environment conducive to innovation. Furthermore, there was a considerable gap in perceptions of the abuse of others’ rights. It seems that respondents were more critical of their co-workers than of themselves. Possibly different definitions of “rights of others” were involved. Clarification of facts and definitions would be helpful. Another topic for conversation could be “pride in the organization” and how employees show it. Respondents admitted that relative to other citizenship behaviours, they showed pride to a lesser extent than others who did it relatively more actively.

An interesting relationship could be observed between self-reported building of trust between oneself and supervisor, and rating of supervisory leadership. Significant correlations indicate that relationships between staff and their supervisor is a two-way street. When respondents felt they behaved in a manner that built trust, supervisors treated them better and supported them more. Or alternatively, caring and ethical supervisors made employees reciprocate with stronger trust-building behaviours.

5.3. Ethicality of senior leadership

Ethicality is generally defined as the state, quality, or manner of being ethical. In this survey, senior leadership was rated overall as neutral, neither positive nor negative in their ethicality. Compared to the first ECS (where the leadership items were quite similar), the rating is slightly lower (4.16 vs. 4.44 in 2009). The results suggest an opportunity to move further into positive territory through efforts to support senior leadership in their role within the department's ethical climate. The literature consistently indicates that ethical behaviour "lies at the heart of good management and leadership" and as such has been recognized as one of the core competencies of correctional leadership (Campbell, 2005, p. 49).

The survey validated the important role that senior leadership plays in changes in ethical climate and overall perceptions of organizational fairness. The survey revealed that Senior Leadership and Organizational Citizenship Behaviours significantly predicted perceptions of Overall Ethical Climate (significance level of $\alpha < .001$), primarily through their impact on the perceptions of the fairness of organizational processes.

This is consistent with the emphasis ethics literature places on the role of senior leaders in supporting ethical climate. It is in the hands of senior leadership to design organizational processes, the fairness of which is a cornerstone of the perceived ethical climate. Second, behaviours of senior leaders and the observed or perceived outcomes of their decisions directly affect perceptions of organization's ethical climate.

The literature shows that leaders influence ethical climate through establishing and implementing ethical policies and practices, often referred to as "instrumental leadership" (Grojean et al., 2004; Mulki et al., 2004). Improvements in ethical climate are dependent on the pragmatic and constructive design and implementation of fair policies and practices.

In the survey, the most positively perceived aspect was the impression that senior leaders were holding staff accountable for their compliance to policies and procedures, but the perception of leaders themselves being held accountable was rated lower. The survey suggested additional room for improvement in the way senior site and corporate leaders follow through on their commitments and were perceived to make fair decisions. The *CSC Values Statement, 2012* notes that accountability as a CSC value is a complex concept, including "feedback, necessary support and oversight." The ethics literature emphasizes the important role of senior leaders in addressing unethical behaviours and applying discipline if their positive example alone turns out to be insufficient (Kuijper, 2012).

Operating far from the front line, senior leadership faces the ongoing challenge of "proximity" in demonstrating and being seen to demonstrate ethical leadership. In large organizations, it is an understandable challenge for senior leaders to be easily available to all employees who will then form their judgements about leadership based on indirect, incomplete and often inaccurate information. According to Victor and Cullen (1988), beliefs about ethical climate stem not only from people's own experiences, but also from the cues received from others in the organization including leaders.

The survey suggests that patterns of communication and being less approachable with ethical issues are key explanations for lower ratings of the senior leader's role in ethical climate and perceptions of organizational fairness. Respondents were most critical of two-way communication with their leaders. Notwithstanding some progress in this respect from the previous ECS in 2009, the survey suggests opportunities for improvement in how effectively senior leaders pass on essential information to staff, and on how approachable leaders are on ethical issues. Information flow from senior management to staff was also rated in PSES, and was found to be at a comparable level in neutral territory (neither positive nor negative). Therefore, finding direct communication channels (including advanced communication technologies), being more visible, soliciting bottom-up feedback, listening, walking around and visiting as many sites as possible as regularly as possible, and exercising "open door" policy assists leaders to be and to be seen to be more positive role models. Such steps were found to be highly effective in shaping positive perceptions of their managers in a study of correctional management practices in the U.S. (Camp et al., 1996).

There were varying perceptions of the senior leadership role among different groups at CSC, offering opportunities to enhance the targeting of ethics programming. Shift workers tended to have more negative perceptions of senior leadership than non-shift workers. There was also a difference in attitudes evident among longer-serving staff (more negative) compared to more recent hires.

5.4. Ethicality of supervisory leadership

Immediate supervisors are usually viewed more positively than senior corporate management, and this survey was no exception. Compared with the 2009 ECS (5.03), however, the rating has dropped slightly (4.88), but the set of items in both surveys only partially overlap; therefore, the comparison might not be fair.

The ethical climate model shows that supervisors help shape ethical climate primarily by ensuring fairness of all policies and practices through daily operational activities. Unlike the senior leadership, supervisors were not seen as organizational figureheads whose actions create an ethical image of the whole organization. Supervisors were regarded as being ethical when they established respectful and caring relationships with their staff, demonstrated personal integrity, and intervened if staff members had engaged in unethical behaviours. It appears that supervisors' performance in CSC is viewed relatively favorably by their staff and they are considered good role models. They show respect and care, encourage staff to grow professionally, are open to diverse opinions, follow through on their commitments and foster teamwork. These are the positive aspects that the organization can build on going forward. On the other hand, there were more concerns with the integrity of some aspects of supervisor behaviour (e.g., admitting and correcting their own mistakes, building trust, helping staff solve work-related ethical problems and sharing relevant information). Further, by rewarding their staff for achievement, supervisors send a message regarding what is expected and valued. By focusing too much on end results and less on how goals are achieved, supervisors may encourage the staff to cut corners, thus endorsing unethical behaviours. This is something respondents were most critical of when speaking about their supervisors. Finally, supervisors were expected to intervene more actively if they noticed staff members doing the wrong thing.

In addition to senior management, all employees with supervisory responsibilities benefit from ongoing sensitization of the key ethical aspects of leadership behaviour. The present survey is one avenue to sensitize members of the organization to how values and their expression in behaviour are being interpreted and evaluated. Leaders at all levels have a duty to exemplify and promote strong values and ethical conduct through actions and discussions within CSC.

The need for such ongoing discussion is illustrated in the difference in opinions between staff and supervisors regarding supervisors' actions. The survey clearly shows that supervisors believe they engage in ethical behaviours to a higher degree than their staff think they do. On the one hand, these differences can normally be expected, since there are good reasons for such incongruous opinions. They will be presented later in this section when discussing organizational citizenship behaviours. On the other hand, these differences suggest that employee perceptions of supervisors' actions could be improved through better communication, open discussion of ethical issues and dilemmas, resolution of minor conflict situations before they escalate, and increased transparency of supervisors' decisions. Learning and development programs must prepare and support supervisors to manage conflicting opinions in the workplace, support teambuilding, foster trust, and create a safe environment for discussing ethical issues.

5.5. Awareness of values and recourse mechanisms

Strong implications for further action planning arise from the findings regarding awareness of values and recourse mechanisms. CSC employees were quite well aware of the CSC, public service and professional group values that should be guiding their actions, but they were less informed about the recourse mechanisms available to them within the department. Moreover, some groups were better informed than others which may serve as a guideline for planning future training. It seems a lot of attention (i.e., orientation and training) has been paid to the new hires who were the most aware of the values. As could be expected, the most mature and experienced employees knew best where to seek advice and how to act in case any codes or values were violated. Although new hires were quite well informed, they were even more knowledgeable in this respect than those who have been with the organization for 1-15 years. This suggests that not only new hires are in need of training, but more experienced employees also need a refresher course. The survey also showed that headquarters staff were more informed than those who work at institutions, especially at medium and maximum security levels. Some awareness raising sessions could be offered to these institutions and possibly tailored specifically to their needs. It seems that the awareness of values and recourse mechanisms should also be raised among men, non-supervisors, anglophones, and shift workers.

The need for raising awareness of values and recourse mechanisms can be supported by the survey finding that CSC employees were only moderately convinced that the organization encouraged shared corporate values. Moreover, respondents did not feel strongly protected from reprisal should they report a wrongdoing in their organization. They were also not very confident in the effectiveness of existing recourse mechanisms. As in most cases, men, non-supervisors, anglophones, shift workers, those aged 31-55, those who have been with the CSC for more than six years, and staff at institutions were most concerned. It appears more work is needed to strengthen these mechanisms, demonstrate their effectiveness (e.g., informing the CSC community through printed or electronic information sources, making public the best practices), and teach everyone how to use them.

In addition to formal communications, the CSC community learns about organizational values and recourse mechanisms at values and ethics workshops and awareness sessions that VICM offers to employees. Since the previous Ethical Climate Survey, the proportion of respondents who have taken the workshop has grown from 22.5% in 2008 to 52.5% in 2012. This survey shows the positive effect of this training not only on the knowledge of values and recourse mechanisms, but also on the perceptions of all other aspects of ethical climate. The survey results indicate that these sessions go beyond an informative role and play a part in raising morale and creating a positive attitude towards the organization and its values. More effort, however, could be invested in encouraging shift workers, the youngest employees, and those who do not have any supervisory responsibilities to participate in these sessions.

This survey demonstrated that since the previous ECS in 2009, awareness of values has increased from 5.18 to 5.64, but awareness of recourse mechanisms from 4.31 to 4.55 (converting the previous survey findings to a 7-point scale). In addition, the PSES included one item from the Awareness of Recourse Mechanisms theme: knowing where to seek advice within CSC regarding ethical issues. Compared to the ECS where it was rated at 4.6, the PSES rating was somewhat higher: 5.18. In addition, compared to the results of the first ECS, the proportion of those who knew about VICM has grown from only 30% to 67.7%.

5.6. Treatment of offenders

This aspect was among those that were rated quite positively which means that respondents believed that offenders received all the necessary information, were consulted on relevant issues, and to some degree, were also recognized for work well done. Nevertheless, an interesting insight can be obtained from an item which was left out of the final survey structure. It dealt with respect for offenders as human beings and was removed from analysis due to the wide spread of responses or lack of unanimity. Other items were more operational and easier to observe by everyone, which accounts for a greater agreement in their ratings. This item appears to be more subjective than other offender items, and it seems that personal values, beliefs, and expectations have played a major role when answering it. Apparently social values around respect toward offenders have not been encouraged within CSC to the same extent as values of respect toward the organization and co-workers, leaving this aspect to each individual's discretion.

The literature about correctional environment indicates that there are two basic attitudes toward offenders: custody-oriented and treatment/rehabilitation-oriented (Walters & Caywood, 2006). The Mission of CSC blends both basic attitudes into a composite commitment (CSC Values Statement, 2012). However, if left uneducated regarding proper ways of treating offenders, officers rely on what is deeper ingrained in their beliefs. This divide in natural inclinations may account for the variation in beliefs regarding respect toward offenders observed in this survey. A number of survey comments expressed concerns that there were staff members who abused their power when dealing with offenders. This is an issue that might be addressed in conversations around values and ethics during the workshops or other events. It might also be addressed through a more focused approach in corporate communication in support of the composite commitment evidenced in the Mission (e.g., humane and secure custody and preparation for a safe release to society).

Another interesting finding is the variety of opinion across demographic groups. These differences did not follow the pattern observed in other cases. First, ratings by headquarters staff were the lowest of all. They differed not only from the views held by the employees at institutions, but also at community offices. One factor that makes headquarters staff different from others is not working directly with offenders on a daily basis. Possibly they form their opinions based on different sources of information than employees who work in institutions or parole offices. It cannot also be excluded that staff at headquarters hold somewhat different standards and values. Second, the most experienced employees were more positive than others, possibly due to more opportunities to observe organizational practices, or adherence to established norms that less experienced colleagues have not yet internalized. Third, this is the only aspect that shift workers viewed more favourably. This suggests that different job holders are not exposed to the same experiences, or those who do not work in shifts might have higher expectations. This gap in perspectives might warrant a further exploration and work in order to promote a stronger shared culture.

5.7. Fairness of organizational processes

Fairness of organizational processes is a major building block of an ethical climate, but in the eyes of the CSC community, it was the weakest link. It appears that perception of fairness depends on the formal organizational structures which are affected by the way organizational members from senior leaders to supervisors to staff handle them. Processes that need most attention pertain to HR practices, especially those that directly affect everyone's career development and consequently the emotional and financial well-being of staff: hiring, promotions, and career advancement. Respondents felt that CSC members did not have an equal playing field since favouritism and lack of transparency in staffing did not give everyone a fair chance. In this context, the HR service is prompted to revisit processes to ensure they are conducted with openness and fairness. Respondents viewed disciplinary actions exercised in the organization more positively and believed that their rights to appeal would be observed in the case of an undesirable personnel decision.

Compared to the same items in the previous ECS, there are some changes in the perception of HR practices. Practically, no changes can be observed in staffing processes being free from favouritism: 3.36 in 2008, 3.5 in 2009 and 3.32 in this survey. Slightly higher ratings were given to the PSES question about fairness of the process to select a person for a position: 4.14. Transparency of staffing processes demonstrated similar results: 3.60 in 2008, 3.72 in 2009, and 3.69 in this survey. However, equal opportunities for advancement seem to have decreased: 4.14 in 2008, 4.27 in 2009, and 3.5 in this survey. Rating of a similar question about organizational support for employee career development in PSES was notably higher: 4.47. PSES question about opportunities for promotion within the department was rated at 4.61.

Similarly, the ethical climate is affected when unethical behaviours go unaddressed or appear to go unaddressed. Establishing rules to deal with such behaviours is among the correctional leadership competencies (Campbell, 2005). The ECS discovered that CSC members were not convinced the organization had practices to detect unethical employees. Campbell's review of reasons for unethical behaviours suggests the most effective practices senior management should implement are:

- active and regular managerial oversight,
- training to educate everyone about ethical principles and behaviours,
- safe environment to discuss ethical issues within the senior management team as well as in all work groups,
- a confidential whistleblower system,
- acknowledgement and rewards for behaviours that exemplify organizational values,
- inclusion of values and ethics expectations in performance appraisals,
- clear boundaries for unacceptable behaviours and consequences for crossing the line, and
- influencing peer norms that support the code of silence thus protecting unethical behaviours.

Survey respondents expressed concerns about the effectiveness of the existing recourse mechanisms if unethical behaviours were observed. Moreover, the awareness of these mechanisms turned out not to be very high, suggesting the need for more communication or better use of training opportunities. Compared to the previous survey, awareness has slightly risen: 3.65 in 2008, 3.75 in 2009, and 3.93 in this survey. However, even if they knew how and where to report breaches of ethical norms respondents did not feel safe that they would be protected from reprisal. It appears that since the previous survey, respondents have become more concerned about their protection: 3.66 in 2008, 3.93 in 2009, and 3.8 in this survey. A very similar PSES question was rated at 4.17. Overall, in this survey, there was a belief that staff had to be careful raising ethical issues with management. Taking action if unethical behaviours occurred was almost the lowest rated supervisory leadership aspect. This indicates a need within CSC to continue promoting the discussion of ethical issues in the workplace and the visibility of mechanisms to address wrongdoing in the workplace. The implementation of the *Public Servants Disclosure Protection Act* is intended to establish such mechanisms. The mandate to make these mechanisms operational within CSC is carried out by the Office of Internal Disclosure.

The survey shows there is a positive foundation to strengthen the ethical climate. Respondents indicated that to some degree, the organization recognized ethical behaviours and encouraged shared corporate values. In fact, a high positive correlation between recognition of ethical behaviours and most other survey items demonstrated the power and importance of this aspect in shaping ethical climate. Management at all levels might achieve good results using this practice even more frequently. Praise and appreciation of ethical behaviours entail no costs and do not take much time. On a more formal side, adherence to ethical principles might be more rigorously incorporated into performance management and staffing practices.

Other processes that received a rating slightly above the neutral midpoint and therefore would require attention are work-life balance, protection of confidentiality of personal information, and promotion of conflict management principles and tools. In terms of the perceived work-life balance, a slight decline can be observed: 4.41 in 2008, 4.70 in 2009, 4.27 in this survey, but in PSES this item was rated at 5.02.

5.8. Unhealthy work environments

Workplace health and behaviours which are known to threaten it within CSC is an area of ethical climate that needs ongoing and focused attention. Compared to the previous ECS, the reported discrimination level has increased slightly from 19.7% in 2009 to 22.6% in the present survey, but

harassment has remained at approximately the same level (31.8% in the present survey). Discrimination reported in the PSES is consistent with the ECS findings (22%), but harassment in PSES is higher – 42%. Compared to the whole public service, the CSC results in PSES show higher levels of discrimination and harassment (public service: 14% and 29% respectively). The present survey offers detailed and concrete information on this issue which merits review by all staff and leaders.

Although such disruptive workplace practices as abuse of power, discrimination and harassment for the most part were not happening on a daily basis, there was still a considerable number of employees who had experienced them more than once, and a small group who reported such incidents on a regular basis. It is worrisome that among all parties CSC employees deal with, most frequently, supervisors, others in senior positions and colleagues abused their power, discriminated and harassed others. Not all employees, however, experienced these practices to the same extent. To some degree, men, non-managers, anglophones, staff at institutions, and more experienced employees felt they have been exposed to unhealthy workplace practices more than their counterparts, but the biggest difference between those who have experienced an unhealthy work environment could be observed between employees who work shifts and those who do not. Shift workers reported the highest level of abuse of power by their supervisor, others in senior positions within the CSC, and colleagues, the highest degree of discrimination, harassment, and feeling uncomfortable and offended due to inappropriate behaviours of others in the workplace.

This survey added a unique feature to explore the harassment component of an unhealthy work environment in greater depth. Apart from asking respondents whether they have been harassed in the workplace, there were also questions about having felt uncomfortable or offended. The results justify the distinction between harassment and feeling uncomfortable and offended. There were notably more respondents who reported having been made uncomfortable and offended (50.5% and 50.1% respectively) than harassed (31.8%). Inquiring about harassment only usually leads to one of two outcomes: 1) every unpleasant situation is called harassment thus inflating the reported harassment rate (as might have happened in the PSES where harassment was reported at higher levels), or 2) many unhealthy workplace practices go undetected if respondents adhere strictly to the definition of harassment. The prevalence of the first option has been described in the literature and is known from corporate (including CSC) practices. For example, Paskoff (2011) wrote that in the US federal government, only 3% of all harassment claims were grounded.

Even if not all unhealthy practices qualify as harassment, they create a toxic work environment and the organization should have zero tolerance for them. It appears that situations that created an uncomfortable feeling for CSC employees entailed statements damaging to their reputation, rude, degrading, or offensive remarks, teasing, bullying, belittling, being criticized in public, exclusion from group activities or assignments, threats, intimidation, and retaliation among other things.

CSC offers substantial support through values and ethics workshops, harassment awareness sessions, and conflict management training, and these activities seem to be effective in providing participants with tools and resources to deal with harassment. Training recipients were more confident and knowledgeable in using services of the Office of Conflict Management and contacting the regional anti-harassment coordinator rather than trying to resolve the situations on their own or asking colleagues for advice. Nevertheless, there were still a number of respondents who preferred to ignore harassment. Their comments suggest that more support and engagement is needed from management. When employees seek help or file a complaint, but no action is



taken or even worse, they face retaliation, the ethical climate will not improve. In addition, it appears that not all employee groups have received harassment awareness training to the same extent. It should be noted that shift workers have received less training and reported the highest levels of harassment, discrimination and abuse of power in the workplace.

Survey respondents held quite positive beliefs about inclusiveness within CSC. However, the discrimination level suggests that there is room for improvement. Regarding discrimination, especially at medium and maximum security institutions, it might be advisable to revisit the HR and other organizational policies and practices to make sure all employees are given equal opportunities. The high number of employees reporting weekly and daily discrimination suggests there might exist some grounds for systemic discrimination that needs to be investigated.

5.9. Diversity within the CSC community

In addition to the overall assessment of the ethical climate, examination of between-group differences in perceptions provides a valuable insight into the diverse nature of the workforce and suggests implications for inclusiveness. Opinions based on group membership differed on almost all aspects of ethical climate. Women, supervisors, French speaking employees, those who do not work in shifts, youngest and least experienced employees, and staff at headquarters and community offices were more likely to see the organization in a more positive light.

The biggest differences, however, were observed between shift and non-shift workers. The same pattern was also detected in the PSES. In this survey, when controlled for shift work, these differences ousted gender differences suggesting that men and women in CSC did not differ much in how they perceived their work environment, but holding a shift or non-shift job made the whole difference. This is consistent with other research findings (e.g., Borg & Mastrangelo, 2008) that job type (here: shift vs. non-shift work) often causes gender differences in employee survey results since men or women are more prevalent in certain jobs. Consequently, more attention should be paid to the needs and working environment of diverse employee groups when tailoring training, orientation, awareness sessions, and various interventions.

In addition, strong diversity of attitudes, opinions, and perceptions along certain demographic lines may be a fertile ground for forming subcultures that are exposed to different experiences and environments within the same organization (Walters & Caywood, 2006). Such subcultures divide the organization and may work against organizational efforts to change culture, foster inclusiveness, and strengthen the sense of unity of the CSC community.

List of Acronyms and Abbreviations Used in the Report

CSC	Correctional Service of Canada
ECS	Ethical Climate Survey
e.g.	for example
HR	Human Resource (services)
i.e.	that is
OCB	Organizational Citizenship Behaviours
PSES	Public Service Employee Survey
VICM	Values, Integrity and Conflict Management Branch
vs.	versus

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Appendix A. Survey development procedure

Item generation

This survey added items representing four new dimensions. First, following consultation with the Workplace Wellness group, the new survey significantly expanded the Unhealthy Work Environment section to obtain a deeper insight into harassment and discrimination occurrences than the initial survey provided.

Second, the existing ethical climate surveys reported in the literature usually focus on employee perceptions of organizational and leadership practices to the exclusion of self-assessment of their own ethical behaviours. Consistent with the concept of followership as opposed to leadership (Chaleff, 2003; Gilbert & Hyde, 1988; Kanungo & Mendonca, 1996), this survey included a set of items describing peer behaviours and matched these items with corresponding self-assessment items (the so called “I” questions). The followership concept was operationalized with a measure of organizational citizenship behaviours (adapted from Moorman & Blakely, 1995; Podsakoff et al., 1990; Simons et al., 2007; Smith, Organ & Near, 1983; Williams & Anderson, 1991). These are “on the job behaviors which are discretionary, not formally or directly recognized by the organizational reward system, yet promote the effectiveness of the organization” (Moorman & Blakely, 1995, p.127). In addition, supervisors were also asked to provide their perspective on their own behaviours that matched the supervisory leadership behaviours assessed by all employees. This section is meant to raise the issue of everyone’s personal responsibility for ethical climate in the workplace and to trigger self-reflection.

Third, organizations may adopt ethical conduct codes and implement ethics programs just to comply with legislative requirements rather than promote ethical values and behaviours throughout the workplace (Trevino et al., 1999; Weaver & Trevino, 1999). The compliance-based or values-based orientation of the organization has a strong impact on employees’ morale and consequently on their ethical conduct. Therefore, this survey included two sets of items measuring employees’ perceptions of the orientation of their organization.

Fourth, employees’ attitudes and behaviours can be influenced by the degree to which they feel the organization is supportive of their well-being. When their perceptions are positive, employees reciprocate organizational support with positive and ethical citizenship behaviours (Eisenberger et al., 1986). This survey included the concept of perceived organizational support as an aspect of work environment and operationalized it with a set of items selected from Eisenberger et al. (1986).

As a result, the survey comprised 205 items representing 17 themes and their sub-themes:

1. Overall ethical climate
2. Ethical leadership
 - a. Senior leadership
 - b. Supervisory leadership
3. Communications mechanisms
4. Collaboration
5. Fairness
 - a. Distributive fairness

- b. Procedural fairness
- 6. Awareness of values
- 7. Awareness of recourse mechanisms
- 8. Recognition
- 9. Work environment
 - a. Safe conditions for ethical behaviours
 - b. Unhealthy environments
 - c. Organizational support
- 10. Organizational citizenship behaviours
 - a. Assessment of peers
 - b. Assessment of self
- 11. Orientation of the organization
 - a. Values-based
 - b. Compliance-based

Item selection and finalization

To select the most relevant items, a group of 108 employees representing regions, hierarchical levels, occupational groups, as well as union groups was involved in assessing the list of items using FluidSurveys, a professional online survey tool. They were asked to rate all these items according to their importance for the CSC ethical environment on a scale from 1 (not important at all) to 7 (very important). Based on their feedback, items exceeding the 5.5 cut-off score were selected. It should be noted that in these ratings, between-group differences were also taken into account (such as managers versus non-managers, anglophones versus francophones, men versus women, younger employees versus older ones). If an item was deemed significantly more important by a certain group and it exceeded the 5.5 score for that group, it was retained in the survey even if its overall score was below 5.5. In addition, this virtual work group provided comments that were all used to edit or modify survey items. As a result, the survey was reduced to 119 base items.

As stated above, organizational citizenship behaviours were mirrored by matching self-assessment questions adding 17 more items. Also supervisors were asked 17 additional “I” questions. The survey also included three general background questions about employees’ awareness of the VICM Branch and attendance at ethics workshops and harassment awareness sessions. Furthermore, the Unhealthy Environment section included six open-ended comment questions. Finally, respondents were asked seven demographic questions (i.e., their supervisory responsibilities, gender, age group, first official language, working in shifts or not, length of service within CSC, and the security level of their work site). Ultimately, the survey included 152 items, but the supervisor version -169 items.

Appendix B. Data analysis

Data inspection

Prior to analysis, Likert-scale data were inspected for their distribution. Although this type of scale cannot be normally distributed by definition, for a sample of this size ($N=2237$), normality can be approximated if the distribution is mound shaped (Mendenhall et al., 2009) and 99.9% of data fall within three standard deviations from the mean. Approximate normal distribution is a precondition for several tests run in this analysis. All items, except those pertaining to self-assessment met these requirements. Self-assessment data were exceptions in that they were more skewed than other items and given the higher average scores with relatively small standard deviations, had more outliers at the low end of the scale than are accepted for a normal distribution. Therefore, findings of any inferential analysis with these data should be interpreted with caution.

Scale development

Sufficiently high correlations among survey items showed that the obtained data set was appropriate for factor analysis. All survey items except those pertaining to Overall Ethical Climate (intended as the dependent variable), self-assessment (due to non-normal distribution), Unhealthy Work Environment (due to a different item format), and Ethicality of Senior Leadership (due to strong correlations with other items, established validity of this set in the previous ECS, and theoretical basis) were subjected to exploratory principal components analysis using SPSS software to identify the major survey dimensions. Prior to analysis, all negatively worded items were reverse-coded. As a result, a new survey structure emerged. Seven components were extracted with acceptable item loadings (above 0.5), no cross-loadings, eigenvalues above 1, and reliable internal consistency (Cronbach's alpha above 0.7). Ultimately, 29 items with low loadings on these components were removed. In addition, Overall Ethical Climate, Ethicality of Senior Leadership, Self-Assessment of Organizational Citizenship Behaviours and Supervisor Self-Assessment items were run separately to establish the internal consistency of these sets.

The sub-scales of the new measure were further analysed with the help of confirmatory factor analysis (CFA) using AMOS software. Items loading below 0.65 were removed to make sure each item shared close to 50% variance with its factor. In case of factors with few items, a lower cut-off score of (0.55) was applied. As a result, six more items were removed from further analysis.

Scale testing

First of all, the theory-based and highly collaborative item generation method ensured high content validity of the survey. Further, several tests were performed to assess other types of validity of the new measure. First, correlations between all items and the overall ethical climate variable were statistically significant at alpha level of 0.001 showing that all the items measured what they were supposed to measure (i.e., ethical climate) thus demonstrating construct validity of the survey scales (see Table 2 at the end of the Results section). Second, sufficiently high factor loadings indicated that individual items were reliable and the obtained factors were reasonably unidimensional (i.e., all items within the factor measured the same thing), an important condition for further inferential analysis. The same conclusion could also be reached based on the

composite reliability (CR) indices of all factors which were above 0.7 and average variances extracted (AVE) which were above 0.5 (Fornell & Larcker, 1981). Exceptions with respect to AVE were Awareness of Values scale and both self-assessment scales (OCB and Supervisor) that were slightly below 0.5. AVE above 0.5 indicated that at least 50% of the variance in the factor was captured by the construct it attempted to measure (Segars 1997). Third, model fit and modification indices in AMOS outputs showed a partially acceptable discriminant validity of the factors suggesting that each factor measured a unique aspect of the ethical climate, but at the same time, some factors or individual items within different factors strongly correlated. Further results of inferential analysis should therefore be interpreted with some caution.

Methods used for ethical climate assessment

Controls used in the analysis. Survey results were also controlled for demographic differences and some other survey items, for example, whether respondents had taken a values and ethics awareness session. For the 7-point scales, between-group statistical differences in responses were established with the help of a t-test. Differences were considered significant at the confidence level of at least 95% (i.e., alpha level of 0.05 and below). That means that the obtained results did not happen by chance 95% of time. When the obtained averages are generalized to the whole CSC community, the margin of error in each case depends on each particular mean, standard error and sample size, but on average for the whole survey, the margin is ± 0.06 . For example, when respondents' confidence in the integrity of their organization is rated at 4.41, it can be assumed with a 95% confidence that all CSC employees on average, would rate this item between 4.35 and 4.47.

Correlation and regression analysis. Apart from descriptive analysis, the relationships among various aspects of ethical climate were further explored with the help of correlation and regression analysis using SPSS software. Correlation shows the extent to which two survey items (or whole themes) are linearly related to each other independently of the influence of any other item. Coefficients closer to +1 indicate a strong positive association between the variables; closer to -1 coefficients indicate a strong negative association, but correlation closer to 0 means that variables are unrelated. In this case, coefficient was considered statistically significant if alpha (α) was smaller than 0.001. However, very small coefficients, although statistically significant, may not necessarily be practically significant. Correlation does not imply any causality between the variables, just a mutual relationship.

Regression in this case shows the proportion of the perceived overall ethical climate that can be explained by its nine aspects taken together, or in other words, the accuracy with which we can predict CSC employees' perceptions of the ethical climate knowing how they feel about these nine aspects. Thus, regression establishes causality as opposed to correlation analysis. To address the issue of high correlation between some of the ethical climate aspects (i.e., multicollinearity), a special type of regression was applied: the ridge regression. In addition, given the high correlation of all aspects with Fairness, an additional model was explored where Fairness was used as a mediator between all other aspects and Overall Ethical Climate.

Regression also shows the relative importance of each aspect in shaping the perceptions of the overall ethical climate. Its beta coefficient can assume values between "-1" and "1".

Analysis of Unhealthy Environments section. In the Unhealthy Environments section, frequencies (percentages) were calculated for the Yes/No and multiple-choice questions, and averages for the few items measured on a 7-point scale. Between-group differences were established with the help of a chi-square test for frequencies and a t-test for average scores. Differences were considered significant at the confidence level of at least 95% (i.e., alpha level of 0.05 and below). Furthermore, when the percentages obtained from the survey sample are generalized to the whole CSC community, the margin of error is $\pm 1.9\%$ at the confidence level of 95%. For example, when 31.5% of the sample reported abuse of power by their supervisor, we can be 95% sure (or in 19 times out of 20) that the true proportion of all CSC employees who feel their supervisors are abusing their power falls between 29.6% and 33.4%.

Appendix C. Final survey structure

Overall Ethical Climate
Based on my definition of integrity, I have confidence in the integrity of my organization.
It is my impression that organizational members in my workplace act ethically in support of CSC and public service values in their daily practices.
There is a shared understanding of standards of conduct and expected behaviours among all organizational members in my workplace.
It is my impression that organizational members in my workplace recognize ethical issues and dilemmas when they arise.
It is my impression that organizational members in my workplace understand how to make ethical decisions.
In my opinion, there are sufficient measures in place to prevent breaches of ethical conduct.
Senior Leadership
It is my impression that overall, organizational members in my workplace feel they can raise ethical issues with management.
It is my impression that organizational members are held accountable for their personal compliance to policies and procedures in my organization.
It is my impression that senior corporate managers are held accountable for their personal compliance to policies and procedures in my organization.
Senior site management are a positive role model for ethical behaviour in the workplace.
Senior corporate management are a positive role model for ethical behaviour in the organization.
Senior corporate management follow through on their commitments.
Senior site management follow through on their commitments.
I trust the senior site management to make fair decisions.
I trust the senior corporate management to make fair decisions.
Senior management as a whole effectively passes essential information to the staff.
Supervisory Leadership
My supervisor treats me fairly and with respect.
My supervisor reinforces how employees achieve results, rather than just the results themselves.
My supervisor follows through on his/her commitments.
It is my impression that my supervisor takes corrective action if he/she has made a mistake.
My supervisor provides me the opportunity to express opinions that diverge from his/her own without fear of reprisal.
My supervisor acts in a manner that fosters the building of trust.
My supervisor keeps me informed of things that affect the organization.
My supervisor fosters teamwork.

My supervisor is concerned about my well-being.
My supervisor helps me solve work related ethical problems.
My supervisor encourages me to continue to grow professionally.
Within the limits of policy, my supervisor is willing to be open to new ideas.
From my experience, my supervisor takes prompt and professional action if cases of unethical behaviour occur.
My supervisor sets a good example of ethical behaviour.
Fairness of Organizational Procedures
Organizational members in my workplace are aware of methods how to resolve conflicts effectively in an ethical manner.
Employees have equal opportunities for advancement.
Staffing processes in my workplace are free from favouritism.
Staffing processes in my workplace are transparent.
Promotions in my workplace are based on clearly established job expectations.
It is my impression that disciplinary actions taken in my workplace are justified.
I believe I would be informed of my grievance and appeal rights if an undesirable personnel decision was made.
In our workplace, confidentiality of every individual's personal information is respected.
I feel confident in the effectiveness of the recourse mechanisms available to me within CSC.
My workplace recognizes ethical behaviours.
I believe I would be protected from reprisals if I reported a wrongdoing within CSC.
My organization supports a balanced work and personal life.
Help is available from the organization when I have a work-related problem.
My organization takes steps to encourage shared corporate values.
CSC values principles of conflict management and problem resolution with respect to both offenders and staff.
My organization detects unethical employees.
Treatment of Offenders
Offenders are informed of decisions and changes affecting them.
Offenders are informed of the recourse mechanisms available to them in case their rights are violated.
Offenders have an opportunity to be consulted on important decisions affecting them.
Offenders are recognized for work well done.
Awareness of Values
I am aware of CSC's guiding values.
I understand how CSC's values should guide my actions and decision making.
I think the Values and Ethics Code for the Public Service is useful in guiding my work-related decisions and conduct.
I understand how my profession/association's code of ethics guides my work-related decisions and conduct.

Awareness of Recourse Mechanisms
I know where to report allegations of wrongdoing within CSC.
I know where to report allegations of reprisal (as they pertain to the Public Servants Disclosure Protection Act).
I know where to seek advice within CSC regarding ethical issues.
I know how to report violations of CSC's code of conduct.
I know how to report violations of the Public Service Code of Values and Ethics.
Unhealthy Work Environment
In the past year, I have experienced or observed abuse of power by my supervisor.
In the past year, I have experienced or observed abuse of power from others senior to me in CSC.
I have experienced or observed abuse of power by my colleagues in the workplace.
Please, give some examples of abuse of power you have experienced or observed:
Within the past year, have you been discriminated against based on one or more of the above 11 criteria?..... (a list of criteria follows).
If you were discriminated against, please indicate the frequency at which the discrimination occurred on the following prohibited grounds:(a list of prohibited grounds follows).
If you were discriminated against, please indicate the frequency of the source:(a list of sources follows).
Please, give some examples of discrimination you have experienced or observed:
Have you felt uncomfortable because of inappropriate behaviours of others in my workplace?
Please, give some examples of uncomfortable situations you have experienced or observed:
Have you felt offended by the behaviours of others in my workplace?
Please, give some examples of offensive behaviours you have experienced or observed:
In the past year, have you been harassed while on the job in accordance with the above definition of harassment?
If you have been harassed, please indicate the frequency at which the following types of harassment occurred:(a list of harassment types follows).
If you have been harassed, please indicate the frequency of the source:(a list of sources follows).
Even if you have not experienced harassment yourself, have you witnessed it in your workplace?
Please, give some examples of harassment you have experienced or observed in your workplace:
If harassment has happened, how would you deal with it? (Check all that apply): speak to my supervisor; ignore it; try to resolve it by myself; contact Office of Conflict Management; contact regional Harassment Coordinator; file a formal complaint, contact my union rep, confront the harasser.

If you have felt that you have been harassed according to the harassment guidelines and have not reported it, give reasons for not having done so:- fear of reprisal, - fear of discipline, - fear of not being believed, - harasser is your superior, - other (with a text box).
Have you received training on harassment awareness (Joint Learning Program)?
We accept everyone as equal in my workplace regardless of race, colour, gender, disability, or sexual orientation.
I believe staff applies the principles learned during harassment awareness training in their daily work.
Is there more that needs to be done to reduce harassment in the workplace?
Organizational Citizenship Behaviours
Employees in my workplace show genuine concern and courtesy toward each other, even under the most trying situations.
My colleagues show pride when representing the organization in public.
My colleagues are ready to lend a helping hand to those around them.
My colleagues are willing to assist their supervisors when necessary.
My colleagues go out of way to help new employees.
My colleagues respect organizational property.
My colleagues consider the impact of their actions on others.
My colleagues do not abuse the rights of others.
My colleagues try to create a healthy workplace.
My colleagues make innovative suggestions to improve the workplace.
My colleagues deliver on promises.
Within the limits proscribed by professional and privacy standards, colleagues freely share relevant work-related information.
There is mutual respect among colleagues in my workplace.
I feel I can trust my colleagues to make ethical decisions.
Organizational Citizenship Behaviours - Self-Assessment
I show genuine concern and courtesy toward others, even under the most trying situations.
I show pride when representing the organization in public.
I am ready to lend a helping hand to those around me.
I am willing to assist my supervisor when necessary.
I go out of way to help new employees.
I respect organizational property.
I consider the impact of my actions on others.
I do not abuse the rights of others.
I try to create a healthy workplace.
I make innovative suggestions to improve the workplace.
I deliver on promises.
I act in a manner that fosters the building of trust between supervisor and myself.

Supervisor Self-Assessment
I reinforce how employees achieve results, rather than just the results themselves.
I take corrective action if I have made a mistake.
I am open to opinions that diverge from my own.
I believe my actions foster the building of trust.
I foster teamwork.
I am concerned about the wellbeing of my staff.
I help my staff solve their work related ethical problems.
I encourage my staff to grow professionally.
I am open to new ideas within the limits of policy.
I take a prompt and professional action if unethical behaviours are brought to my attention.
I do not encourage employee participation in the decision making that affects their daily work.
I inform my staff of their grievance and appeal rights if an undesirable personnel decision was made.
I respect confidentiality of every individual's personal information.
I encourage my staff to raise ethical issues.
I believe I set a personal example of ethical behaviour in the workplace.
I always follow through on my commitments.
I effectively and consistently pass essential information to the staff.
Background Questions
Are you aware of Values, Integrity and Conflict Management Branch?
Have you received a values and ethics awareness session during the past 3 years?
Demographic Questions

What is your gender? (Male, Female)

What is your first official language? (Please check one only) (English, French)

Do you have management or supervisory responsibilities? (Yes, No)

Do you work in shifts? (Yes, No)

Which category best describes your current age? (30 and younger, 31-45, 46-55, 56 and older)

How long have you worked in CSC? (less than 12 months, 1-5 years, 6-15 years, 16 years and longer)

What is the security level of your site? (Minimum, Medium, Maximum, Multi-level, Headquarters, Community)

Appendix D. Limitations of the study

Notwithstanding its qualities, this survey still has some limitations. First, several dimensions do not have sufficient discriminant validity that primarily stems from interrelatedness of perceptions of senior leadership and fairness of organizational processes. Organizational processes most often are associated with policies and practices established by senior leadership; therefore, they are seen in the same light. Although conceptually these dimensions are distinct, statistically, in this analysis they were hard to separate. Another difficulty posed to the analyses came from the non-normal distribution of self-assessment data. As a result, the importance of this dimension might not be accurately assessed. Such testing procedures can be recommended to repeat when the survey is administered in the future.

When this survey is administered next time, it would be useful to encourage the participation of those employee groups that were proportionally less represented in this sample, especially men, shift workers, and staff at medium and maximum security level institutions. Also, if possible, it would be useful to increase the randomness of the sample, although it might be difficult to achieve. In a sample consisting of self-selected volunteers, opinions of the “silent majority” remain undisclosed.